Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities •

WICT FOUNDATION

2005 PAR Initiative Executive Report

Celebrate the Best Companies of 2005

Women in Cable & Telecommunications℠
FOUNDATION

WORKING MOTHER MEDIA

WICT Foundation
PAR Initiative

Introduction

Benita Fitzgerald Mosley

Jill Campbell

Carol Evans

Dear Cable Industry Community,

Welcome to the WICT Foundation's 2005 PAR Initiative Executive Report. The results of our third annual survey are in, and they reveal how cable companies measure up when it comes to Pay Equity, Advancement Opportunities and Resources for Work/Life Support. We invite you to review the findings and learn which companies are creating opportunities, addressing issues of equality and improving work/life balance for employees, and what they are doing to achieve and improve their standings.

At a time when the U.S. Bureau of Labor Statistics reports that a full-time working woman receives only 76 cents to every dollar received by a man, it's heartening to see that a pack of bound and determined U.S. cable companies has made substantial advances in developing pay policies that move the needle closer towards equitable pay scales. Most U.S. companies are now just waking up to the power of women in business. Yet several major companies within the cable industry have been making major strides in this area for a few years now, cultivating this wellspring of talent, implementing steadfast policies and practices that foster a favorable and balanced workplace. Participating companies are indeed charting a steady course for the female workforce and with PAR results in hand, they now have telescopic view on where growth is occurring and where there is room for improvement.

With three years under its belt, the PAR Initiative has evolved into a comprehensive tracking study, helping companies to set goals, institutionalize practices, measure progress and achieve results. Great improvements have been made, particularly in the critical area of pay equity policies, yet the cable industry overall still has much to achieve in order to pull ahead and level the playing field.

If your company participates in the PAR survey and report, you are likely witnessing its effects. And if your company did not participate, we hope these results will inspire your leadership to take the PAR plunge next year, not only for the possibility of scoring a coveted "Best Company For Women" ranking but more importantly, because a dynamic, fair and equitable workplace goes a long way in making your company more successful and the industry significantly stronger. In an environment that gets more competitive by the day, it's essential we do all we can to have the edge – and keep it – as we head into the future.

Benita Fitzgerald Mosley
President & CEO
Women in Cable & Telecommunications

Jill Campbell
SVP-Operations
Cox Communications, Inc
2005-2006 Chair, WICT Foundation Board of Trustees

Carol Evans
President & CEO
Working Mother Media

Table of Contents

What Is PAR? 2

Why PAR Means Success 2

The PAR 16 3

Comparing 2005 to Previous Years 3

Key Industry Statistics 4
Definition of Titles 4

Trends & Key Findings 2005 4

Trends & Key Findings: Operators & Programmers 4

Trends & Key Findings: PAR 16 5
Pay Equity 6
Advancement Opportunities 6
Resources for Work Life Support 6

Trends & Key Findings: Industry 7
Pay Equity 7
Advancement 7
Resources for Work/Life Support 8

Room For Improvement 9
Pay Equity 9
Advancement 9
Resources for Work/Life Support 9

2005 Industry Scorecard 10

Best Companies for Women in Cable 13
Best Operators 14
Best Programmers 16
Best in Pay Equity 18
Best in Advancement Opportunities 19
Best in Resources for Work/Life Support 21

Additional Areas of Interest 22
Operator Call Centers 22
Women of Color 22
Women In Technology 23

Conclusion 25

Methodology 26

About WICT and Working Mother Media 28

WICT Foundation Board of Trustees 29

What Is PAR?

The PAR Initiative was created by the WICT Foundation in 2003 with a mission to measure the status of women employees in the cable industry based on three criteria: **P**ay Equity, **A**dvancement Opportunities and **R**esources for Work/Life Support. It takes the form of an annual study as a means to help cable operators, programmers and other industry-affiliated companies implement processes, track progress and adjust inequalities in the workplace.

Data are collected on an annual basis through an official survey of detailed questions about compensation and other policies. After this rigorous process, each participating company is issued its results, consisting of confidential information, a scorecard that measures their performance against past performance and the industry overall, and a private assessment and consultation on the results with WICT research partner Working Mother Media.

Part self-assessment tool, part industry measuring stick, the annual PAR study compares companies within the cable industry and assigns rankings based on practices and programs that create a more equitable, resourceful and thriving work environment. Individual results are kept completely confidential. A private scorecard is developed for participating companies to measure individual PAR scores against the current state of the industry. Only the Executive Summary (what you are reading now), Industry Scorecard (part of this Executive Summary) and WICT's annual list of Best Companies for Women in Cable* are publicly reported.

P= Pay equity
A= Advancement opportunities
R= Resources for work/life support

In its three years, the PAR survey has matured from its incubation phase (2003); to getting into its groove (2004); to now being turbo-charged as a valuable business tool to help shape the future of the industry (2005). The PAR survey offers a roadmap for identifying and tracking inequality and pinpointing where there is room for improvement. This information is then applied to such areas as employee retention, asset management, and to such crucial practices as establishing a pay equity policy.

Findings demonstrate the extent to which companies are committed to creating and maintaining equitable programs and policies and reflect genuine progress year over year. PAR affects the entire cable industry by creating benchmarks for a diverse and fair work environment.

**Due to confidentiality parameters, only those companies ranked "Best" Companies for Women in Cable are announced and cited in case studies and profiles.*

Why PAR Means Success

The PAR Initiative helps companies define, build, refine and more effectively implement their own programs and initiatives. By measuring progress, providing industry benchmarks and identifying opportunities for improvement, PAR helps participating companies leverage human resource policies and practices with an eye on the bottom line.

The PAR 16

"PAR 16" refers to a group of 16 companies (cable operators and programmers) which have demonstrated a steady commitment to improving their workplaces by participating in the PAR survey each year since its inception. Responses for these 16 companies were tabulated separately from the overall industry scorecard to show year-over-year change within a consistent group of companies. PAR 16 companies are not compared against one another but against their own measures and as a group against the industry averages. The results of the PAR 16 essentially prove that the PAR Initiative is taking hold and helping to bring about positive change — aggregate results are demonstrably better than the industry overall. For example, the PAR 16 are more likely to have a good formal pay equity policy, and the PAR 16 offer significantly more training opportunities for women than does the industry overall.

Some companies have indicated that their PAR confidential scorecards have been instrumental in budget meetings as evidence of where they were falling behind or pulling ahead. With this tangible proof, they were able to secure the necessary resources to continue working toward their pay, advancement and work/life support goals.

The PAR 16 refers to the 16 cable operators and programmers which have participated in the PAR Initiative each year since its inception in 2003.

Companies who utilize PAR demonstrate progress above the industry norm. With the individual, in-depth feedback PAR provides, companies have accurate, useful measures for implementing changes that can outpace industry standards. Additionally, in combination with participating in the PAR Initiative, a strong internal culture can offset other corporate pressures in today's radically changing business environment and help drive better results.

There's no time like the present for companies get on par with PAR and start manifesting change from the inside out.

> *"I've actively participated in many wide initiatives over my two decades in this business, but I've rarely seen this kind of impact from the not-for-profit sector. PAR has been a catalyst for us to institute initiatives we have wanted to do for years."*
>
> *—Geraldine B. Laybourne, Chairman and CEO, Oxygen Media, Inc.*

Comparing 2005 to Previous Years

The PAR16 reflects the status over the course of the project for the 16 companies that have participated each year. While both years show year-over-year change, each year should be taken as a stand-alone, one-year result.

Changes to this year's survey from last year's include the following:

- New questions were added to examine more closely the issue of gender pay equity.
- A question was added to find out the number of professional women engineers who work on technology product development in order to broaden focus from field installers and corporate technology.
- The question on supplier diversity has been retooled to focus more on the challenges women face when they try to re-enter the workforce. It is not being scored but is being closely monitored.

Key Industry Statistics

A total of 33 companies participated in the PAR survey this year. Nearly half of these (the PAR 16) came back a third year in a row. Operators represent seven of the top cable systems and programmers represent 21 of the top cable networks. "Other" includes technology and other companies and consultants that serve the industry. Half of the participating companies (16) are publicly held.

Definitions of Titles

Entry Level: employees recruited to professional and managerial track positions, directly from college or technical training programs.

First-line Managers and Supervisors: managers and supervisors who do not have any prior management experience; the first level of management or supervisory experience, including team leaders, and shift supervisors.

Middle Managers, Division Heads, General Managers: middle managers who oversee supervisors, project managers, and other first- and second-tier managers, and report to executive vice presidents, senior vice presidents, or equivalent senior managers.

Senior Corporate Officers: top level of management: senior vice presidents (SVP), executive vice presidents (EVP), chief financial officer (CFO), chief operating officer (COO), chief technology officer (CTO), and chief executive officer (CEO). Also includes chiefs of major operating divisions.

Women in IT: information technology staff who run networks, web functions, databases and other IT functions that supports staff tasks and marketing. For operators this can mean field technical staff; maintenance and installation staff for customer cable connections and project manager.

Trends and Key Findings 2005

As the PAR Initiative reports and analyzes its third year of statistics, it is apparent that setting and meeting goals that can be measured against previous years is beginning to pay off for several companies. In creating and developing these programs, these companies are planting seeds today that will begin to deliver higher numbers of women, and women of color, among management and senior management.

The most pronounced trend in the year-to-year industry snapshot is that the presence of women of color is steadily growing. In the first year, women of color represented 13.2% of all employees; now, they represent 14.8%. They were 8.7% of all managers in 2003, and now they are 9.7% of all managers. They are now 11.4% of first-line managers, which bodes well for the future if the industry can retain them. While these are still not big numbers, they are big changes in just a couple of years.

Overall, women have lost a little ground, in a period of wrenching industry consolidation when many jobs were lost as companies merged and reorganized. This tells us that the industry is mindful that women not lose ground. Women are now 37.3% of all employees, compared to 38.7% when the PAR Initiative launched. Even though the number of women employees receded, it did not plummet. Meanwhile, a big jump occurred in the percentage of women in mid-management, even from last year, when women were 34.1% of mid-managers; they are now 38%. This is important because mid-managers hold promise as tomorrow's top leaders, as we'll see in the Advancement section.

Trends and Key Findings: Operators and Programmers

In 2005, the proportion of women managers at programmers was 44.8%, significantly more than the 34.5% at operators. Programmers also seem to be filling their pipelines more quickly, with 51% of first-

line women managers, compared to 35.6% at operators, and 41.6% of women mid-managers, compared to 35.6% at operators, and 29.6% of women senior executives, compared to 18.3% at operators.

Women are equally represented as mid-managers as they are as overall employees: percentages are just about even across the board. However there is a big dip when it comes to the proportion of women as senior managers, particularly at operators (18.3%, versus 29.6% at programmers). Overall, the percentage of women in senior management positions is far below the percentage of women comprising the ranks of employees, mid-mangers and first-line managers. This indicates that while women are in the door and making their way to management, they are still not moving as readily from that middle level to the top positions.

The percentage of women employees stayed almost even. The percentage of women managers also stayed nearly even, dropping a little to 37.2%. The percentage of women senior executives rose very slightly to 27.2%.

The cable industry hovers around 38% when it comes to both women employees and managers as a proportion of all employees and managers. This is considerably below the national norm: 49% of all U.S. employees are women, according to the U.S. Bureau of Labor Statistics. And when it comes to senior executives, cable companies sink even lower: only 27.2% of senior executives in the cable industry are women. This indicates the number of female senior executives is below par with the number of female employees and managers, still making the "glass ceiling" statistically in existence.

Moving more women into technological fields is going to take some troubleshooting as well. Less than a third of employees in corporate technology are women. Interestingly, as a proportion of women technology employees, women of color are more highly represented: some of this can be attributed to a significant number of Asian women with technical backgrounds filling these jobs. As operators roll out a broader array of services like VoIP that require specialized skill sets, there will likely be a new crop of technology opportunities for women. Getting this ready, willing and able workforce prepared and placed into technology slots requires early education in math, science and technology, subject areas in which U.S. females typically lag behind males starting in grammar school, according to several academic research studies.

The **PAR 16** offer richer advancement and work/life benefits than the industry overall and continuously enhance these already-strong benefits. The biggest positive shifts were in these companies' changes in pay equity policies.

Trends and Key Findings: The PAR 16

The PAR 16 offer richer advancement and work/life benefits than the industry overall and continuously enhance these already-strong benefits. The biggest positive shifts were in these companies' changes in pay equity policies.

There is no question that participating in the PAR survey year after year has positively affected these companies' overall results in all three categories. That said, the status of women in the industry among the PAR 16 still does not vary significantly from the status of women in the industry overall in 2005. It may be that the ever-strengthening cultures of the PAR 16 simply counterbalanced other pressures, such as profitability demands and fallout from mergers.

> *"PAR was the impetus behind my request to really codify what we were already doing by putting our practices into a formal compensation policy. From an equity standpoint, we are in much better position now that we have programs applied consistently across the country."*
>
> *—Melanie Penna, Vice President of Human Resources, Comcast*

PAR 16: Pay Equity

68.9% of the PAR16 have a good pay equity policy, compared to 50% for the industry in 2005.

Pay Equity Policies
Basic: Mirrors the code of the EEOC
Good: A policy that goes well beyond the EEOC

Pay Equity: "Good" vs. "Basic"

In 2004 and 2005, Working Mother Media queried companies about the quality and depth of their pay equity policies. A policy that scored 'basic' is one that mirrors the core EEOC statement and goes a little beyond it, accompanied by compliance practices such as an annual survey salary that HR uses for benchmarking, minimal training for hiring managers in applying pay equity at the point of hire, and infrequent use of external market surveys. A policy that scored "good" goes well beyond the core EEOC statement; and is accompanied by the following practices: more frequent than annual internal equity surveys that specifically look for imbalances by race and/or gender; broad supports for line managers at all points of salary decisions; and frequent market-forming research for various functions.

87.5% of the PAR16 conduct high quality internal pay equity surveys, compared to 59.4% for the industry overall in 2005.

PAR 16: Advancement Opportunities

The percentage of women mid managers rose 10.6% to 38.2% among the PAR 16 and is even with the industry overall at 38%.

The PAR 16 offer significantly more training opportunities for women than does the industry overall. 75% of PAR 16 companies offer financial training for non-financial managers, while only 40.6% of companies in the industry overall offer this.

The advancement programs that have gained the most since 2003 among the PAR 16 are: →

Advancement Opportunities PAR 16

	% of THE INDUSTRY offering this in 2005	% of PAR 16 offering this in 2005
Women's network at corporate HQ only	21.9%	37.5%
Rotation in to operating positions	31.3%	50.0%
Leadership training for entry level women	68.8%	81.0%
Formal mentoring, company wide	40.6%	68.8%

PAR 16: Resources for Work/Life Support

PAR 16 companies are significantly more likely than the industry overall to offer most work/life resources, including the single most coveted benefit, flex time: 88% of the PAR 16 offer this, compared to 81% of the industry.

Career track part time, a benefit with emerging power, is offered by 69% of the PAR 16 and by 47% of the industry overall.

Back-up childcare is offered by 69% of the PAR 16 and 53.1% of the industry overall in 2005.

The resources that have gained the most since 2003 among the PAR 16 are: →

Resources for Work/Life Support PAR 16

	% of THE INDUSTRY offering this in 2005	% of PAR 16 offering this in 2005
Career track part time	46.9%	69%
Other (onsite health screenings, etc.)	53.1%	75%
Elder care referral	59.3%	88 %

Trends and Key Findings: Pay Equity

See Definition on page 6 for more detail

In 2005, 28% of the cable industry companies surveyed have no formal pay equity policy. This is almost a perfect reverse from 2003, when 71% of the companies did not have a pay equity policy.

Programmers are slightly more likely to have "good" internal pay equity practices, but operators have taken the lead in instituting "good" formal pay equity policies (See definitions of "good" versus "basic" on page 6).

In 2005, the percentage of companies with "basic" policies was 22%, and those with "good" polices was 50%. In 2003, the percentage of companies with any sort of formal pay equity policy was 29%.

Over half of the companies that specifically screened for gender pay inequity, either companywide or departmentally, found it. In some cases, this was because the jobs had changed substantially but women who had stayed with the company for a long time were still paid based on their original job descriptions.

Working Mother Media has concentrated on urging companies to strengthen their pay equity policies, as an "easy win" because it costs little or nothing to create a strong policy. Enacting and tracking the application of that policy can cost more, especially when conducting surveys and buying market research. But a company cannot enforce a policy it does not have, so the shift in three years from the preponderance of companies having no policy to the preponderance of companies having policies (and strong policies at that) is especially important to note.

One company that recently strengthened its policy added a clause of the responsibility of managers to detect and correct pay inequities in its pay equity statement. The Weather Channel was innovative in doing this with an "Equity Budget." See more information on this in the "Best in Pay Equity" section below.

Trends and Key Findings: Advancement

Operators collectively score high in terms of leadership training, with 100% of them offering it for women at all levels.

Operators have far outstripped programmers on this score, though one could argue that programmers include many small and start-up companies that don't yet have the resources to offer such programs. The individual company scorecards urge small companies to take advantage of their corporate parents' resources, or other resources, to install programs to help advancement and programs like those offered by WICT.

Operators are almost twice as likely as programmers to have financial training for non-financial employees for the purpose of rotating them into operating positions.

Programmers have migrated completely to a mentoring model that is company wide. None that offer mentoring now report that they have it at HQ only, though many companies have only one location, so this is a bit of a moot point.

Operators are almost twice as likely as programmers to offer career planning and retention programs for midlevel managers and women in IT. However, programmers, though they are generally smaller, have taken the lead in instituting women's networks.

Companies in the cable industry across the board seem to be putting greater resources into the development of women at the first and middle rungs of management. The inherent accountability of WICT's PAR Initiative has given them the impetus to sharpen existing programs and invest strategically in new ones. There also appears to be a growing awareness of the links between advancement and work/life resources, and some companies are developing complementary practices.

Two categories of advancement worth noting and following are still in the early stages. One is reinventing advancement programs for Gen Y women (twentysomethings). A few companies are taking very creative approaches to this by recognizing that the programs and corporate philosophies that worked for Boomers and Gen X don't fit the evolved expectations of Gen Y. The other category is retirement — a stage of life that the cable industry is just beginning to age into. Succession planning for the top levels of management is taking hold in a big way at big companies, especially operators. Opportunities for various sorts of phased retirement and different types of employment and opportunities for those ages 60-70 are just beginning to be considered.

In 2005, leadership training for entry level women is offered at 68.8% of the participating companies, double the rate in the 2003 industry snapshot. Leadership training for mid-level women now stands at 84.4%, compared to 64% in 2003. Leadership training for senior level women has always been high, and currently is offered by 81.3% of all cable companies.

Cable companies do not seem to have aggressively developed programs to help women gain key operating experience. Financial training for non-financial managers is at about the

same place it was in 2003, offered by 40.6 % of companies. And programs that deliberately rotate women into operating responsibilities (the better to position them for running divisions or projects with P&L oversight) are offered by 31% of companies. That is up from 18% in 2003, but many of these programs are still in the pilot stage and not available to many women.

Companies seem to be experimenting with a variety of formats for mentoring, career planning, and women's networks. Formal mentoring programs are available at 40.6% of companies, only a sliver more than in 2003. The frequency of women's networks has actually declined from 2003, and is now 18.8%, down from 21.4%. Career planning and retention programs for mid managers, including women in technology, are now offered at 59.4% and 46.9% of companies, respectively. That is up by about a third since 2003 for each. But many of these programs are small, and companies seem to be tentative about how to develop them and make them relevant and useful to mid-career women.

Additionally, growing companies are piloting new ideas at a variety of locations with the aim of seeing what sticks, and then rolling out the best ones nationally. With the advent of the PAR Initiative, companies have discussed methods of retaining women much more in depth, and seem to be forging stronger links in programs and in practice between retention and advancement and work/life programs.

Trends and Key Findings: Resources for Work/Life Support

100% of the operators report that they offer flex time. 76% of the programmers do.

86% of the operators and half as many of the programmers offer full time telecommuting.

Operators also lead programmers in elder care referral; "other" categories of services and benefits, and child care options, including on-site and reserved spots.

Programmers are pulling ahead when it comes to offering career track part time, job-sharing, back-up childcare, and after school/vacation care.

This polarization on childcare might reflect the nature of the two business models and the gravity pull of call centers. Unless call center work is reinvented — a probable industry occurrence — it will continue to take place in a geographical center, and it will make more sense for operators to equip 24/7 service workers with 24/7 childcare. The nature of much of the work at programmers lends itself to back-up care and ancillary care as sufficient benefits.

Currently, 81% of companies offer flex time; 53% offer full time telecommuting, and 53% offer back-up childcare. Last year, 59% offered back-up childcare. There has been a shift towards reserving spots for employees' children at local childcare centers, a benefit now offered by 25% of cable companies; last year 15% of companies offered this. Only 16% of cable companies offer on-site childcare, and this percentage did not change from 2004 to 2005.

There has been a small increase in the number of companies that offer back-up childcare, from 50% in 2003 to 53% in 2005. However, the interviews revealed that the companies that do offer this are expanding it well past headquarters and into the field, and are expanding the scope of it, to include business travel when the children come along; more hours covered by the benefit (to as many as 40 per year); and a more elastic definition of "crisis" that would invoke the benefit (less urgent illness, for example, and more employee discretion).

Similar changes happened for the increase in reserved spots for employees' children at local childcare centers, the percentage of which now stands at 25%. Companies that take reserved spots at local childcare centers are tweaking the offering to contract, for instance, with a wider variety of centers so that employees can choose a center close to home, or close to work. They are also trying to understand in more detail how employees use the centers so that they can shape the benefit to reflect the reality of people need them to be — extended hours Monday through Friday, or Saturday hours, for instance.

On-site childcare centers are now offered by 15.6% of the companies, but that increase accounts for only 2 additional centers last year.

Companies are starting to realize that back-up care is critical to all employees, not just those at headquarters. They are coming up with strategies, such as partnering with local companies and piggybacking on the programs of sister companies, to expand access to back-up care for employees in satellite offices. It seems that though the percentage of companies that offer back-up care hasn't solidly increased, those that do offer it are trying to think of ideas to make it work more effectively. This points to a strong return on investment when it comes to making strides towards dealing with absenteeism, enabling employees to participate in key meetings despite unforeseeable family demands.

Room for Improvement

The results of this year's PAR study show that while the industry is making progress there is still much upturn to be had. Companies have shown marked improvements with Pay, Advancement and Resources; however it's not all about counting gains, it's a reality check on where we are falling short. In this sense PAR is a measuring tool for both individual company and overall industry assessment. PAR helps companies achieve goals and drive business by offering tracking mechanisms that ensure accountability. PAR also helps demonstrate to a company where and how it may be falling behind. Given the constant attention being paid to whether infrastructure can keep pace with the industry's rapid growth, these companies are still rolling out new products and services in a hyper-competitive environment. How companies prepare employees for this becomes the constant and crucial challenge.

Programmers and operators lost ground in the following areas from 2004-2005

(based on overall results from the 2004 and 2005 PAR Initiative):

Losing Ground	2004	2005
Women as a percentage of senior executives/programmers	31.5%	29.6%
Formal mentoring/programmers	44.4%	43%
Career planning, midlevel managers/programmers	50%	48%
Back-up childcare/operators	41.7%	43%
Back-up childcare/programmers	72.2%	62%
Telecommuting/programmers	44.4%	43%
Flex time/programmers	77.8%	76%

Room for Improvement: Pay Equity

Of the three areas of PAR's focus, Pay equity is the most successful. The number of cable companies with no formal pay equity policy shrunk dramatically from 2003 to 2005. At a time when over half of all companies have a "good" formal pay equity policy in place (see Definition on page 6 for more detail), the quality and depth of these pay equity policies pose the greatest challenge. 59% of cable companies conduct "good" internal pay equity surveys which exceed standards of basic compliance. Even so, there is still the issue of finding budget to actually level the playing field. Implementing and strengthening a policy is one thing; keeping it up to speed and well-oiled is another. Deepening the practice so policies are rotated and cost-effective is an area in need of improvement.

Room for Improvement: Advancement Opportunities

As new markets open and the business climate changes in tandem with technology, companies must be at the ready with personnel equipped to make hard and fast decisions that demand acumen in such areas as purchasing, finance, marketing, technology advancements, operating systems and an inside track on the industry landscape. Advancing women into positions requiring this degree of financial and operational knowledge and competence has not been emphasized at many companies: only 31.3% of companies offer programs that rotate women into operating responsibilities. That's up from 18% since 2003. Finance and operations require a specialized and complex skill set. As such, it is where much of the economic power in any industry lies. Even though cable companies have made financial training more available for non-financial managers, operating positions with responsibility for P&L are still out of reach for women who are not being rotated in. This is widely seen as a cut off point for women and in need of identifying and promoting the right for them to enter and follow the track.

Nearly half of all companies offer career planning and retention programs for mid managers, including women in IT, engineering and technology (more than one third since 2003). While this is good news and signifies a healthy level of interest, many companies have yet to fully develop these currently small programs so they deliver more value for more mid-career women.

Room for Improvement: Resources for Work/Life Support

Resources for work/life can be a fuzzy area. Such programs as yoga classes, on-site health screenings and job sharing can be perceived as simply fringe benefits and feel-good programs of no real business value. However when considered in terms of the number of call center hours lost due to absenteeism or the number of deals closed due to increased productivity, resources for work/life support start to hold new meaning — because they can easily be calculated. It's easy to measure the impact in work hours when a call center employee is out caring for a sick child or when a senior level manager is out caring for an elder parent, or lost time due to a daily traffic commute through urban sprawl. Although some programs are swapped for others, several work/life offerings took a dip since 2004. It will therefore be very important for company decision makers to fully understand the reality (and the numbers) regarding how these Resources for work/life support drive employee productivity and ultimately contribute to the bottom line.

2005 PAR Participants – Overall Industry Scorecard

	All companies	Operators	Programmers	Other	Operators and Programmers
Total Number of Respondents**	**33**				
% of Total Respondents	100.00%	21.88%	65.62%	12.50%	87.50%
Publicly Held (Number of Companies)	**16**				
% Publicly Held	50.00%	42.86%	52.38%	50.00%	50.00%
Division of Publicly Held Company (Number) (one no response operator)	**13**				
Division of Publicly Held Company (% of publicly held companies)	81.25%	33.33%	100.00%	50.00%	85.71%
Division of Publicly Held Company (% of all companies)	40.62%	14.29%	52.38%	25.00%	42.86%
Women Employees and Managers as a proportion of ALL employees and managers*					
% women employees	37.27%	35.99%	45.27%	34.71%	
% entry level employees	38.90%	37.78%	54.56%	27.27%	
% Women Managers	37.20%	34.51%	44.79%	33.48%	
% first line managers	38.01%	35.62%	50.98%	34.47%	
% mid Managers	38.09%	35.67%	41.63%	36.74%	
% women call center employees (operators only)	N/A	64.77%	N/A	N/A	N/A
% women call center managers (operators only)	N/A	61.44%	N/A	N/A	N/A
% Senior Executives	27.15%	18.29%	29.55%	36.84%	
Women of Color as a Proportion of ALL Employees & Managers*					
% of all employees	14.79%	15.19%	14.83%	7.56%	
% entry level employees	17.90%	17.47%	24.00%	6.82%	
% of all managers	9.65%	9.51%	10.74%	5.01%	
% first line managers	11.35%	10.81%	14.99%	7.00%	
% of all mid managers	7.96%	8.09%	8.31%	3.70%	
% women call center employees (operators only)	N/A	35.53%	N/A	N/A	N/A
% women call center managers (operators only)	N/A	25.60%	N/A	N/A	N/A
% of all senior executives	3.66%	3.43%	4.20%	0.00%	
Women of Color as a proportion of WOMEN employees and managers*					
% women employees	39.67%	42.20%	32.75%	21.77%	
% entry level employees	46.02%	46.24%	44.00%	25.00%	
% women managers	25.95%	27.57%	23.97%	14.96%	
% first line managers	29.86%	30.35%	29.40%	20.31%	
% women midmanagers	20.88%	22.68%	19.97%	10.06%	
% women of color call center employees (operators only)	N/A	54.85%	N/A	N/A	N/A
% women of color call center managers (operators only)	N/A	41.67%	N/A	N/A	N/A
% women executives	14.42%	18.75%	14.20%	0.00%	
Women in Technology*					
% women employees in corporate technology	26.50%	29.56%	23.13%	34.60%	
% women of color in technology as a proportion of all technology employees	8.60%	9.88%	8.63%	3.81%	
% women of color in technology as a proportion of women technology employees	32.46%	33.43%	37.32%	11.01%	
Women Installers (Operators only) *					
% women installers	N/A	7.99%	N/A	N/A	N/A
% women of color installers as a proportion of all installers	N/A	3.32%	N/A	N/A	N/A
% women of color installers as a proportion of women installers	N/A	41.52%	N/A	N/A	N/A

	All companies	Operators	Programmers	Other	Operators and Programmers
Women Engineers/Project Managers					
% women engineers	19.91%	20.88%	21.52%	10.42%	
% women of color engineers as a proportion of all engineers	4.69%	4.47%	6.97%	1.30%	
% women of color engineers as a proportion of women engineers	23.56%	21.39%	32.37%	12.50%	
ADVANCEMENT Opportunities					
Leadership training for High ranking women	81.25%	100%	76%	75%	
Leadership training for Mid-level women	84.38%	100%	81%	75%	
Leadership training for Entry level women	68.75%	100%	62%	50%	
Financial Training for Non-financial managers	40.62%	43%	48%	0%	
Financial Training Rotation into operation positions	31.25%	43%	24%	50%	
Formal mentoring Company wide	40.62%	57%	43%	0%	
Formal mentoring Company HQ only	6.25%	29%	0%	0%	
Informal mentoring Company wide	84.38%	100%	81%	75%	
Informal mentoring Company HQ only	15.62%	43%	10%	0%	
Career planning & retention Midlevel managers	59.38%	86%	48%	75%	
Career planning & retention Women in IT, tech, engineering	46.88%	86%	33%	50%	
Career planning & retention Participation in external womens' development programs	50.00%	57%	57%	0%	
Corporate womens' network Company wide	18.75%	14%	24%	0%	
Corporate womens' Company HQ only	21.88%	29%	24%	0%	
RESOURCES for Work/Life Support					
Flex time	81.25%	100%	76%	75%	
Full time telecommuting	53.12%	86%	43%	50%	
Career track part time	46.88%	43%	48%	50%	
Job-sharing	56.25%	43%	62%	50%	
Other benefits (on-site health screenings, etc.)	53.12%	86%	43%	50%	
On-site amenities	50.00%	71%	48%	25%	
Elder care referral	59.38%	71%	62%	25%	
Back-up child care	53.12%	43%	62%	25%	
After school/vacation care	43.75%	29%	52%	25%	
Reserved spots for employees' children at local child care centers	25.00%	43%	24%	0%	
On-site child care	15.62%	29%	14%	0%	
Parity					
Parity in Women Managers, all levels	99.81%	95.88%	98.93%	96.45%	
Parity in Middle Managers	102.21%	99.10%	91.95%	105.84%	
Parity in Senior Execs	72.86%	50.80%	65.26%	106.14%	
Pay Equity					
% companies with no formal pay equity policy	28.12%	14%	33%	25%	
% companies with basic formal pay equity policy	21.88%	29%	14%	50%	
% companies with good formal pay equity policy	50.00%	57%	52%	25%	
% companies that do not conduct internal pay equity surveys	9.38%	0%	10%	25%	
% companies that conduct basic internal pay equity surveys	31.25%	43%	29%	25%	
% companies that conduct good internal pay equity surveys	59.38%	57%	62%	50%	
Profit and Loss (as a proportion of middle managers-male and female)					
Middle Managers Profit and Loss	37.86%	35.95%	45.29%	34.38%	

PAR 16: 2003 through 2005 Comparisons

	2003%	2004%	2005%
ADVANCEMENT Opportunities			
Leadership training for High ranking women	75.00%	87.50%	93.75%
Leadership training for Mid-level women	75.00%	87.50%	93.75%
Leadership training for Entry level women	37.50%	81.25%	81.25%
Financial training for nonfinancial managers	43.75%	81.25%	75.00%
Rotation into operation positions	12.50%	25.00%	50.00%
Formal mentoring, Company wide	37.50%	56.25%	68.75%
Formal mentoring, Company HQ only	12.50%	31.25%	12.50%
Informal mentoring, Company wide	56.25%	81.25%	93.75%
Informal mentoring, Company HQ only	31.25%	50.00%	18.75%
Career planning & retention Midlevel managers	56.25%	68.75%	81.25%
Career planning & retention Women in IT, tech, engineering	37.50%	62.50%	62.50%
Participation in external womens' development programs	75.00%	81.25%	75.00%
Corporate womens' network, Company wide	25.00%	37.50%	31.25%
Corporate womens' network Company HQ only	6.25%	18.75%	37.50%
RESOURCES for Work/Life Support			
Flex time	75.00%	87.50%	87.50%
Full time telecommuting	56.25%	56.25%	62.50%
Career track part time	43.75%	62.50%	68.75%
Job-sharing	62.50%	62.50%	75.00%
Other benefits (on-site health screenings, etc.)	50.00%	75.00%	75.00%
On-site amenities (2004 and 2005 only)		75.00%	68.75%
Elder care referral	62.50%	75.00%	87.50%
Back-up child care	68.75%	81.25%	68.75%
After school/vacation care	62.50%	62.50%	56.25%
Reserved spots for employees' children at local child care centers	31.25%	25.00%	31.25%
On-site child care	18.75%	25.00%	18.75%
Parity			
Parity WomenMidMgrs	94.26%	91.49%	102.49%
Parity WomenExecs	70.77%	70.58%	71.97%
Parity WomenMgrs	100.42%	97.62%	99.78%
Pay Equity			
% companies that conduct good internal pay equity surveys	62.50%	50.00%	87.50%
% companies that conduct basic internal pay equity surveys	31.25%	43.75%	12.50%
% companies with no formal pay equity policy	75.00%	37.50%	25.00%
% companies that do not conduct internal pay equity surveys	6.25%	6.25%	0.00%
% companies with basic formal pay equity policy	18.75%	6.25%	-66.67%
% companies with good formal pay equity policy	43.75%	68.75%	
% companies with formal pay equity policy (2003 only)	25.00%		
Women of Color as a Proportion of ALL Employees & Managers *			
% of all mid managers	5.46%	6.25%	8.35%
% women midmanagers	15.52%	18.11%	21.87%
% of all managers	9.80%	9.89%	10.19%
% of all senior executives	3.41%	4.32%	3.72%
% of all employees	15.40%	15.90%	15.79%
% entry level employees (2004 and 2005 only)	17.62%	19.52%	
% first line managers (2004 and 2005 only)	11.55%	11.88%	2.92%
Women of Color as a proportion of WOMEN employees and managers*			
% women executives	12.90%	16.20%	15.33%
% women managers	26.15%	26.84%	27.42%
% women employees	41.24%	42.13%	42.38%
% entry level employees (2004 and 2005 only)	44.39%	49.70%	
% first line managers (2004 and 2005 only)	30.58%	31.33%	
Women Employees and Managers as a proportion of ALL employees and managers*			
% mid Managers	35.19%	34.53%	38.18%
% Senior Executives	26.42%	26.64%	26.81%
% women employees	37.33%	37.75%	37.25%
% Women Managers	37.49%	36.85%	37.17%
% entry level employees (2004 and 2005 only)	39.70%	39.29%	
% first line managers (2004 and 2005 only)	37.76%	37.93%	

Best Companies for Women in Cable 2005

Every year, WICT honors the forerunners — companies that have managed to create the best places for women in our industry to work. According to the 2005 PAR Initiative industry rankings, these are the top-notch leaders when it comes to Pay equity, Advancement opportunities and Resources for work/life support. We are pleased to honor their achievements and actions in upholding bedrock business values that embolden the spirit of opportunity in the U.S. workplace. These are the companies that excel in developing and implementing best practices for employees, and women, in the cable industry. It's not the size or might of a company that effects change but the commitment and innovation each brings to these important issues. Diverse in terms of core offerings, they all share a common ground for making notable achievements in the empowerment of employees to reach and maintain success. Whether it's a pot of money set aside for equalizing pay, onsite childcare or training or mentoring, these companies are making serious headway in creating a strong, worker-friendly internal culture as a mainstay of their business model.

Five programmers and five operators comprise "Best" companies within their disciplines, with the top scores per category of all participating operators and programmers determining the three category lists of "Best" Companies.

Profiles of these companies are below and demonstrate individual progress toward improving standings in these three critical areas.

The Best Operator and Best Programmer lists are based on quantitative and qualitative information, and the Best Companies in Pay Equity, Advancement Opportunities and Resources for Work/Life Support lists are based on qualitative information.

In the start-up phase of the PAR Initiative, the WICT Foundation released the Best Companies for Women in Cable lists in alphabetical order. In the past two years, the WICT Foundation has seen the companies' commitment to the PAR Initiative; by the changes they are making to improve their workforce policies. By ranking the companies, the WICT Foundation wants companies to see how the changes they are making are having an impact in what they offer to employees in the industry.

Congratulations Best Companies For Women in Cable 2005!

Best Operators for Women in Cable

COX COMMUNICATIONS · comcast · TIME WARNER CABLE · Advance/Newhouse communications · Charter COMMUNICATIONS

Best Programmers for Women in Cable

Discovery COMMUNICATIONS · oh! The Oxygen Network · THE WEATHER CHANNEL weather.com · Lifetime Television for Women · HBO

Best Companies for Women in Pay Equity

THE WEATHER CHANNEL weather.com · Discovery COMMUNICATIONS · SCRIPPS NETWORKS · ESPN · oh! The Oxygen Network

Best Companies for Women in Cable Advancement Opportunities

oh! The Oxygen Network · COX COMMUNICATIONS · SCRIPPS NETWORKS · Turner A TimeWarner Company · comcast

Best Companies for Women in Cable Resources for Work/Life Support

COX COMMUNICATIONS · Discovery COMMUNICATIONS · Turner A TimeWarner Company · oh! The Oxygen Network · HBO

Best Operators

Cox Communications, Inc.

As in the past, Cox shows consistency across all the categories measured by the PAR Initiative. The company has a relatively high, and growing, presence of women of color. Its 24/7 child care center truly enables women to make careers at its call centers. Call center workers whose children are mildly sick can bring them to work and work from the "sick rooms", where the children can rest while mom works. This is precisely the kind of low-cost, high-touch tactic that truly enables women to stay the course without having to make a choice between a child and their job. The company appears cognizant of the demands that an operator's schedule puts on employees and has a thoughtful, thorough approach to providing cost-effective supports that ease the stress and minimize conflict.

And Cox remains the industry leader in developing specific career paths for women in call centers so that they can gain new skills that position them for promotion within the center or elsewhere within the company.

Cox has steadily improved its pay equity policy and practices, most recently, instituting a national career framework to address inconsistencies in pay equity tracking and problem solving. Cox leads in performance, leadership development, and succession management with total rewards (compensation, benefits and career). This comprehensive, coordinated strategy is among the best in the industry.

Cox has an innovative program of temporary assignments to "try out" high potential employees in operating or other challenging positions. This is especially valuable to working mothers when it enables them to take on new assignments without relocating. This is a low-cost tactic for developing internal talent that can be adopted by nearly any company.

The Best Operators for Women in Cable are:

Cox Communications, Inc.
Comcast Cable
Time Warner Cable
Advance/Newhouse Communications
Charter Communications

Comcast Cable

Comcast has achieved a dramatic increase in the number of women of color in mid management. The company has also adopted best practices from some of its acquired companies, cleverly taking advantage of its corporate reorganization. Comcast is also taking a deeper look at how its pay structures can back its corporate mantra of equality. Recognition for performance and compensation are now in the overhaul process at Comcast, which is turning out to be a stellar example of how corporate culture can evolve as a result of women's input and experience.

On the Advancement front, formal mentoring and official part-time career track benefits have been added to dovetail nicely with increased numbers of women in mid management. Comcast is recasting the role of Human Resources by developing techniques for finding "hidden leaders," many of whom are women who have a tendency to underplay their accomplishments.

As for work/life Resources, Comcast maintains a temporary pool of employees who want to transition out of full time work. These "former" employees take on short term assignments and projects. Managers have ready access to this Comcast-savvy pool of temp workers so even when it's a limited engagement, workers are making lasting contributions at the company.

Time Warner Cable

With the advent of advanced information delivery channels and services, this operator is seizing the day by supplying new technology projects with qualified women. Time Warner's estimate of the number of its IT managers who are women is 50% above the industry norm. Its proportion of women as tech managers is steadily increasing; the pipeline largely being filled by women of color. As the development of new services opens up key operating assignments, the company is aggressively seeking to fill these spots with women via both internal and external recruits. Working Mother Media expects this will prove a shining example of more women gaining operating experience that will qualify for a move into P&L responsibilities. In this way it would be an overall industry improvement to embed women as power brokers within their own companies.

Advance/Newhouse Communications

Advance/Newhouse is creating a solid link for women to gain hands-on operations experience. With the aim of building bench strength, Advance/Newhouse is concentrating its effort in the retention of women. Programs in career planning and retention have been added for mid-level and tech women, which pull them into the excitement of new service launches and provide them with a challenging way to test the waters of operating responsibilities. In this way Advance/Newhouse is a company helping to improve the overall potential for women to land advanced positions in operations, coming in with the authority and skills these jobs require.

Formal mentoring, career planning and retention programs are being tested across the company for middle management and IT women. Compared to the industry average, a substantially higher proportion of women at the senior level are found at Advance/Newhouse. The same goes for women in call center management, where the company has a wider than industry margin.

Advance/Newhouse is also testing a paid-time-off-for-volunteering program at one of its divisions. This creative work/life program includes time at employees' children's schools. They took the extra care to ensure call center employees had access to this program, affording them opportunity for flexibility — an important step, since well over half of call center employees are women who, as primary caregivers, tend to have more demands for time off.

Charter Communications

Charter has reinvented its corporate culture through reorganization. The most impressive evidence of this is a new 24/7 child care center that enables call center employees to take on tough assignments without compromising the care of their children. Charter is also aggressively developing part-time career path programs that focus on skills and development.

Charter boldly adopted some of the best human resources practices and is starting to enact them. It is focusing on the key level — the general manager — for succession planning, using this level as a platform for further investment in promising managers.

Charter's introduction of a self-promotion route for technical workers is brilliant. By setting up a self-paced, self-determined course of skill mastery for technicians, those with the drive and ability can forge ahead without impediment, gaining pay raises as they do. This is especially valuable for moms who can fit in their advancement training around their other responsibilities.

Best Programmers

The Best Programmers for Women in Cable have made great progress in many areas. All of these companies have made strides in hiring and advancing women of color, especially in management, even more of a feat since women of color comprise such a small percentage of employees overall. But that is changing at the entry level, particularly with programmers.

Discovery Communications, Inc.

Senior level women are represented at Discovery Communications at well above the industry norms, and that holds for senior level women of color as well. Discovery has continued to deepen its pay equity practices, ensuring through an ever-widening rotation of internal and external surveys that its compensation structure reflects and leads market norms.

When Discovery realized that it had inadvertently developed a marked absence of women of color among its top ranks, it didn't launch a heavy-handed quota system. Instead, the top executives agreed to talk openly and often about why this was and what they could do to attract and retain qualified women of color. Simply by getting this issue on their personal radar screens, the executives became aware of candidates and were able to recruit several through existing relationships. Other women of color had put out feelers to Discovery, which took full advantage of its status as an employer of choice to find out what it would take to attract each woman specifically.

The company's managers operate with a default expectation that employees get whatever flexibility they need. Performance and flexibility are woven together, with the company providing extensive technical support. Nobody is locked into a rigid definition of flexibility. This enables working moms to constantly balance their full plates of responsibilities. It also enables creative workers to "seize the moment" and take advantage of their most creative times. Discovery's leaders deliberately nurture many avenues to creativity, because they have a deep understanding that their profits stem directly from creativity.

Recently, Discovery has added two benefits: career planning for mid management women and an on-site health clinic. The company realizes that there are pivot points in careers and that it could benefit by providing more information and coaching for women who have enough management experience to wonder if and how they should continue on this track. The on-site health clinic was set up with the expectation that it would pay for itself, which it has, in saved employee time and better management of chronic and acute conditions. The clinic enables busy women to make their own health a priority because it's so convenient.

The Best Programmers for Women in Cable are:

Discovery Communications, Inc.
Oxygen Media
The Weather Channel
Lifetime Television
Home Box Office

Oxygen Media

Oxygen has made huge strides since the inception of the WICT PAR Initiative. Its status proves that a company with determination can improve the status of its women and strengthen its culture for the benefit of all of its employees.

As a fast-growing, entrepreneurial company that aims for lively, young women viewers, Oxygen perhaps took for granted that the strengths of its culture were self-evident. But in the process of the first PAR Initiative cycle, Oxygen realized that it was in danger of losing some of its strengths if it did not formalize and codify many aspects of its culture. This, in turn, launched a process of self-examination. Oxygen realized that it could grow more efficiently, effectively and even more profitably if it was more deliberate about channeling and cultivating its strengths.

In short order, Oxygen introduced a pay equity policy and rapidly strengthened its pay equity practices. It is now building a set of surveys and feedback structures to ensure that women are paid not only the market rate, but that their compensation structure reflects their rapidly changing job structures and responsibilities.

Oxygen also faced up to the fact that it was haphazard in its methods of reaching women of color. It established recruiting relationships with local colleges and internships to get to know young women of color early on. Women of color are better represented at Oxygen than ever before, beating the industry norm at several levels.

Oxygen also realized that women of different generations think differently and have different expectations of work, career and life balance. It couldn't assume that it knew its young women employees just because they joined a company dominated by women.

Oxygen recently completed its first employee survey and has made substantive changes as a result. For instance, it is formalizing methods of offering flexible work options to new mothers, creating a sort of cafeteria plan of flex options for this life stage. As well, Oxygen realized that it needed to connect in a fresh way with Gen X and Gen Y employees, so has started monthly social nights for them. This mentoring program creates a new way for

top executives to get to know the up-and-comers, and also helps them understand how the youngest crop of women viewers think. It is now moving to become a leader in mentoring through a variety of channels in its home town of New York City.

The Weather Channel

The Weather Channel sets the industry standard for pay equity policies and practices. A few years ago, like many companies, The Weather Channel thought that it didn't have a problem with pay equity but also didn't do a lot to scrutinize how its pay policies lined up with pay realities. Then it was randomly chosen for a government pay equity audit. It turned out that there were some inequities after all. They were inadvertent, but they were also persistent. The Weather Channel didn't just do what it needed to pass the audit. It let its pay culture be transformed by the experience.

Now, The Weather Channel leads the industry in its proactive pay equity policies and practices. It doesn't wait for women to discover an inequity and expect them to somehow prove their case by collecting information that is supposed to be confidential. Instead, the company assertively advocates for all of its employees to ensure that they being paid fairly compared to each other and compared to the market. A prime example of this forward thinking is its new "Equity Budget" that is established at budgeting time to provide a pool of money for equalizing any salaries that are found to be unequal, by gender or diversity. This policy also keeps the financial responsibility for gender pay equity a companywide issue. It relieves line managers of any disincentive to flag inequities because they'd have to pay for it out of their own department budget and empowers managers to advocate for fair pay for their employees.

The Weather Channel is also revamping the way that it pays for performance to separate that from base pay, and thus keep pay equity comparisons consistent. Meanwhile, The Weather Channel has carried on with its traditionally strong advancement and work/life programs. It was among the first companies to offer back-up childcare.

Lifetime Television

Lifetime has a longstanding and ever-improving track record of women leading women. As the company matures, it has come up with additional ways to move women up the ladder. Lifetime has increased its proportion of women of color at nearly every level. It has steadily increased its pay equity policies and practices since the inception of the PAR Initiative. Lifetime is deliberately evolving its work/life practices and culture to reflect the changing life stages and demands of its employees. For instance, it is leading efforts to adapt work/life practices for parents of teens and young adults, who still expect and need active parenting.

Some of Lifetime's best ideas stem from its internal work/life focus groups, which add context to internal surveys. For instance, women in its field offices outside New York now have access to the same array of childcare benefits as those at headquarters. Field offices are often overlooked when it comes to rich benefits, but in order for working moms to cycle through demanding middle management, field manager and operating positions, they need to be able to count on the same level of child care benefits that other workers have at headquarters. Lifetime is rethinking many of its channels for offering women operating and P&L experience. The fact that it is moving into place childcare supports beforehand indicates that the company understands that you don't just advance mom. You advance a whole family.

Home Box Office

HBO beats the industry norm in the representation of women at every level. This is particularly striking for women overall at the senior level and women of color in technology. HBO has recently added informal mentoring and started engaging in external development programs for its women managers. It is developing multiple paths for success for its women in IT, enabling them to pursue advancement through technical or management excellence. Its longstanding on-site health clinic enables working moms, in particular, to tend to their own health care needs, which often take a back seat to those of their kids.

HBO is well on its way to developing a model practice for supplier diversity because it has channels for contracting with former employees. HBO has an intuitive understanding of the many ways that women perceive career advancement. It is adjusting its culture so that it can continue to work with high performing women, whether that is through full time traditional employment, flex or virtual work, or as a contractor or supplier.

Best in Pay Equity

Providing competitive pay doesn't just mean having a basic policy in place to mirror basic EEOC standards to eliminate the fear factor of being audited. It is a continuous process of checks and balances, compliance, benchmarking, training and decision making. These companies have taken the high road in raising the industry bar for Pay Equity, conducting quarterly salary reviews, mining the data, adjusting discrepancies — all in an effort to balance the pay scales and shore up their people assets. We salute these leaders for holding themselves accountable when it comes to the crucially important practice of pay equity and for showing the rest of the industry that it can be done. Keep rocking those scales until they balance!

The Weather Channel

The Weather Channel has an "Equity Budget" that is established at budgeting time to provide a pool of money for equalizing any salaries that are found to be unequal, by gender or diversity. This relieves line managers of any disincentive to flag inequities because they'd have to pay for it out of their own department budget, and keeps the financial responsibility for gender pay equity a companywide issue. It also puts managers on the side of pay equity, instead of inadvertently setting up a situation where they have to pay for a prior manager's oversight or bad decision. Managers are then in the position of advocating for their employees, and the program subsequently helps them "own" pay equity as a practical issue.

The Weather Channel also has adopted a new strategy: the Total Compensation approach, plus peer-norming within the company. Total Compensation enables the company to reward performance with bonuses or other forms of compensation that don't skew the peer group in terms of base pay. So, a promotion lump sum to recognize the promotion is awarded, versus granting an increase in base pay.

The Weather Channel has extraordinarily good policies and understanding of the industry but especially, a deep understanding of the unintended consequences of pay decisions. They're working around that with structures that allow flexibility in compensation forms that don't affect base pay, thus keeping the gender inequities to a minimum, yet still rewarding performance.

The Best Companies for Pay Equity are:

The Weather Channel
Discovery Communications, Inc.
Scripps Networks
ESPN, Inc.
Oxygen Media

Discovery Communications, Inc.

Discovery is exemplary in its consistent and frequent internal reviews. It also seeks new ways each year to incorporate market data into its salary structure.

Scripps Networks

Scripps Networks has very thorough processes – quarterly reviews of pay levels of key women, plus consistent reviews of women's salaries against men for parity. Also, pay grade is consistently applied at hire. And salaries are viewed as dynamic, with regular market reviews and adjustments.

ESPN, Inc.

ESPN includes pregnancy in its Fair Employment Practices Policy, as does only one other company. Though this is in the EEOC core statement, few companies expand on it.

Oxygen Media

Oxygen added a pay equity policy in 2004, as a direct result of its involvement in the PAR Initiative. In the 2005 survey, the company outlined ways that it has established ongoing reviews of employees' responsibilities so that their pay is brought in line with market norms continually. This is an interesting tactic for a fast-growing, small company where job responsibilities are fluid.

Each of the top three, Discovery, Weather and Scripps, has committed to long-term projects of examining their pay structures. These companies continually seek new sources of research to be able to effectively keep their employees' pay current with market norms. They conduct internal pay surveys as frequently as quarterly in order to detect and correct discrepancies early.

Best in Advancement Opportunities

It's no wonder the Oxford University Press Thesaurus uses the example of *employee* under its description of "advancement". These five companies are defining the industry when it comes to helping develop and promote its employees. Advancement is vitally important for creating a workplace that represents the great American dream of getting ahead. As broadband, VOD, HDTV, ITV, VoIP and the demands for content continue to grow, these leaders are making bold and strategic moves to help women get a piece of the pie when it comes to career growth and advancement.

The Best Companies for Advancement are:

Oxygen Media
Cox Communications, Inc.
Scripps Networks
Turner Broadcasting System, Inc.
Comcast Cable

Oxygen Media

Oxygen has enthusiastically tackled the complex issue of retaining women in midcareer through periods of intense family commitment (i.e., having babies and mothering small children). It has three executives who work part time to accommodate family obligations. At some companies, managers hesitate to let a woman in mid career craft a customized work/life/advancement solution for fear that "everyone will want it." Oxygen has deliberately set the expectation that each employee should come up with a solution that is good for her, her family, and the company, turning that traditional fear to an advantage: it hopes that its employees WILL want to come up with the solutions. Oxygen also has developed a human resources team that works with freelancers, particularly former employees, to maintain a close working relationship with them should they decide to return. This is also a great example of a relatively small company with limited resources making its culture a driving force for addressing issues of advancement and work/life support.

Oxygen has also adapted a progressive mentoring program for addressing the needs of both mid-level and entry-level women as they advance in their career paths. Through the PAR Initiative, Oxygen learned it did not have points of entry for young women (Gen X and Gen Y) to network with senior execs (Baby Boomers) who could share a thing or two about how the company works and what opportunities there are for growth. PAR got the company accelerated and diligent on this front. When the company's leadership sat down with their newest crop of employees, these women did not mind working until 6PM, a perfect hour for a monthly "after work" social to get to know women executives who would rotate in and visit after work for drinks or dinner. It afforded the younger employees the opportunity to meet senior people in various positions and explore career paths by talking directly to those with whom they might potentially be working for and with. Oxygen is also steadily improving its pull-through for introducing mid-level women to operating responsibilities (a key area for industry improvement) through mentoring and assignments on team projects.

Cox Communications, Inc.

Cox Communications has cultivated a particular strength with its IT leadership team. It created a whole new career track — the Technical IT Leadership program — for workers who are strong technically but who don't want to, or aren't suited to, advance through management. This internal consulting role is especially helpful to women as a new avenue for growth and advancement, while retaining them as valuable go-to people for the whole company. Cox continues to maintain its industry stronghold as the leader in developing specific career paths for female employees in call centers. Cox has transformed the call center into a hub of opportunity for women of all backgrounds, education and experience where they can find skills and their area of specialization. This allows them to take steps into line management that position them to move ahead strategically within the call center or elsewhere within the company.

Scripps Networks

Scripps Networks has an imaginative strategy of using Hispanic-recruiting coordinators to reach out to Hispanics. Consistently, Scripps demonstrates a finely tuned ear to national trends and employees' expectations, with its recruiting tactics closely tied to the company's retention programs. Scripps is also among the best in tying the importance of a diverse workforce to its corporate growth strategy. Scripps is doing a superb job of updating its programs to meet market demands to ensure its employees are leading its peers in the industry in pay and skills.

Turner Broadcasting System, Inc.

Turner continues to fine-tune its outreaches to women and women of color through repeat internships. It gets to know a few young women well over the course of their high school and college careers, and then recruits them as employees. The company is also boosting efforts to draw women into technology pilot programs. Turner's pay-for-performance culture and programs are also more closely aligned with one another helping to make them all more effective.

Comcast Cable

The nation's largest cable operating company is in the process of revamping its strategies for identifying high-potential employees, shifting to a practice of self-analysis and objective identification of skills and attitudes, rather than relying on style, bravado and self-promotion to identify strong performers. As women historically have had a tendency to "let their work speak for itself," this gives them an equal chance to be included and considered more readily for higher positions. Comcast also has developed a temp pool of former employees for contract work, thus keeping those relationships close and keeping external suppliers active within the Comcast family.

Best in Resources for Work/Life Support

Take a look at the list of companies ranking Best for Resources for Work/Life Support and you'll see some of the hottest media and entertainment companies in the U.S. In a sector that is experiencing explosive growth and has myriad of other market forces to contend with, these companies know they can't be complacent in their efforts to provide employees with the resources they need to get the job done right and keep the businesses on track with high productivity and low absenteeism. These work/life leaders have done wonders in cultivating a strong internal culture, productive workforces and the kind of morale that can make or break financial results.

Cox Communications, Inc.

Cox has excellent supports in place to recruit and retain women field installers, who typically are overlooked among operators.

Cox leads the industry in its call center opportunities and work/life programs. It provides a ramp for women in call centers to specialize in customer service categories, and these multiple points of achievement can translate into taking the first gradual steps into line management, rather than in taking single, big, multifaceted steps. The "Call Center as Opportunity Hub" enables women at all levels and from all backgrounds to find points of achievement and success that can encourage them to move ahead.

Women are also given the opportunity to take temporary assignments and make their mark as high potential employees in operating positions. This is a low-cost tactic for developing internal talent that can be adopted by nearly any company and it also suits working mothers who might need to relocate.

The Best Cable Companies for Resources for Work/Life Support are:

Cox Communications, Inc.
Discovery Communications, Inc.
Turner Broadcasting System. Inc.
Oxygen Media
Home Box Office

Discovery Communications, Inc.

In 2004, Discovery Communications opened an onsite Health and Wellness Center that produces a 2.4x return on investment and has to date saved the company $640,000 in direct costs. As it rolls out work/life programs to its other locations around the country, Discovery is customizing the programs to fit the culture and resources of each local office.

Turner Broadcasting System, Inc.

Turner added extra supports for those families of employees deployed to especially high stress assignments such as Afghanistan or Iraq. Turner also offers long term health insurance for parents and grandparents and adult children of employees.

Oxygen Media

Oxygen has three executive women who are on part-time schedules and has proactively developed programs and flexible work styles to reflect the current thinking of young moms.

Home Box Office

HBO is one of the very few companies to offer an on-site health support as a resource. The company also provides childcare for small children who travel with their parents. These programs give working moms the ability to tend to their healthcare needs right at the workplace. HBO is versatile in how it works with high-performing women, offering them a variety of employment options.

Additional Areas of Interest 2005

Over the course of reviewing and analyzing PAR data these past three years, three areas of significance have emerged that warrant attention, discussion and further study. Our belief is that if these three areas are given additional internal focus and appropriate resources, a company can strengthen its business and ultimately receive a return on its investment.

Women in Operator Call Centers

The call center, where females comprise most employees (64.8%) and managers (61.4%), has the potential to emerge as a most valued asset for cable operators to accomplish more towards their goals in the areas of advancement and work/life resources. For these women, who are in many cases at the helm of on-the-spot customer relations, and the voice of the company, the call center can provide the intricate training ground to learn the ins and outs of cable operations. For the cable operators, the call center is becoming the nexus, where highly effective and systematic advancement programs function like clockwork and provide evidence that almighty sales and service functions are actually fed by work/life balance programs. Providing the right supports, tools and training within this environment can make a positive difference in results.

This is clearly evident at Cox, which realizes the conflicts that can develop as a result of call center schedules. The company has taken a sensible and caring approach with low-cost/high impact tactics such as on-site medical care for kids that enable employees who are mothers to continue working on-site and still be able to keep an eye on a sick child. Likewise, Charter also understands the value of call center employees with its new 24/7 childcare center and career path programs for call center employees. For other companies with call centers, these are stellar examples of simple and attainable improvements that minimize conflict, reduce stress and help meet bottom line.

Given the rigorous schedule demands of the call center, work/life resources such as flex time are seen as crucial to have in place so employees (primarily women) can stay the course of their careers and continue to be valued contributors. After all the recruitment and training a company invests in the success of the call center, it stands to reason that operators are putting stock into programs that contribute to that success like on-site child care, flexible hours and advancement programs.

Over half (55%) of female workers in call centers are women of color, and while these women have not yet reached parity within the center, the numbers show that this is the closest point in the industry where parity can be achieved for them. And since over a quarter (25.6%) of mangers in call centers are women of color, this presents a double opportunity for companies to keep going in the right direction and develop the call center into a model area of the company for equity.

Women of Color

While the industry is working hard to get women of color in the door at the ground floor and then retaining them, the promotion pipeline is not keeping pace.

Women of color are still significantly under-represented in management, especially senior management. That's not to say women of color have not advanced. In fact, cable companies, particularly programmers, have made dedicated efforts to pull in women of color at all levels, and the percentages compared to previous years skew upward, although some increases are only slight.

There are some positive trends emerging for women of color, although companies must remain vigilant and committed. Making additional and necessary progress requires them to "multitask": they must fill the pipeline at the lower levels with young recruits; while also hiring mid-level managers from both within and from outside the industry; while also creating and supporting internal programs that identify and develop female leaders of color within the ranks into senior positions.

As in the industry scorecard, women of color gained even as women overall remained relatively static.

Women of color make up 15% of America's private-sector workforce. Almost 18% of all entry-level employees in the cable industry are women of color, which indicates the industry is doing a good job of recruiting minorities. But they hit a wall when it comes to placement of women of color in management positions: only 9.6% make it to manager with slight increases (11.3%) in those women of color who make it to first-line managers. While the industry is working hard to get women of color in the door at the ground floor and then retaining them, the promotion pipeline is not keeping pace. Women of color comprise just 8% of mid-managers. Discovery Communications was actually a breakout in this area because it recruited from outside the cable industry to find qualified job candidates at the mid-management level who were also women of color.

Programmers are not filling their management ranks as quickly with women of color: only 15% of first-line managers are women

of color, still an improvement over the 10.8% at operators. 8.3% of mid-managers in programming are women of color, as are 8.1% at operators.

In 2005, the proportion of women of color as managers at programmers was 10.7%, slightly higher than 9.5% at operators. Compare this to 44.8% of woman managers overall at programmers and 34.5% overall at operators.

At operator call centers, women of color account for 35.5% of all employees and 25.6% of call center managers. Of the women call center employees, only 54.8% are women of color and 41.8% of managers are of color. While women of color are not quite within sight of parity in call centers, they are closer here than they are at any other point in the industry. This might be an overlooked channel for pulling in women of color into technical and management jobs and deserves a serious look by employers.

Women of color actually exceed parity among installers. Only 8% of all installers are women, but women of color are 41.5% of all installers.

As a proportion of all women technology employees, women of color are fairly well represented: (33.4% operators); (37.3% programmers) and 32.5% of all women technology employees at cable companies across the board are women of color.

Each of the PAR 2005 Best Programmers for Women in Cable has been steadily improving its percentage of women of color, especially in management. This is tough to accomplish because there are relatively few qualified women of color to promote. The long-term solution is to cultivate relationships with young women, recruit and hire them, and retain and advance them. While some of these companies still need lack a significant presence of women of color in their senior ranks, they are showing determination, imagination, flexibility and success in drawing in women of color into their first and mid levels of management.

The percentages of women in management for the PAR 16 vary only a little from the overall industry 2005 results. The most dramatic contrast is women of color at the entry level; for the PAR16, they are 19.5% of all employees, and for the industry overall, they are 17.9%. Women of color in the PAR16 are 27.4% of women managers, compared to 26% to the industry overall in 2005. Women of color in the PAR16 are 21.9% of women mid-managers and 20.9% of women mid-managers among women overall in the industry for 2005.

Women in Technology

As new platforms, delivery options and content take the industry by storm, companies continue to expand divisions, product teams and special projects, representing high growth areas for women.

As programmers and operators uncover new revenue channels, technology will be a major driver for women's advancement. Broadband, VoIP, availability of content on mobile platforms, DTV, ITV and other technologies represent avenues for career growth but also huge challenges in preparing employees to meet business goals. Companies that are delivering these services would do well to fill their tech coffers by advancing women. In 2005 29.6% of operators' tech employees were women; 23.1% of programmers employees were women and 26.5% of all companies employees in the cable industry are women.

Even though women represent a small percentage of cable installers (8%) when compared to men, women of color comprise almost half (41.5%) of these female installers. Just as cable operators have succeeded in placing women of color as installers, they are in prime position to advance these women of color installers into higher technology positions, since they can pull from this pool.

Women engineers and project managers are on the front lines of new product development. Women in this position are only 20% of all project managers and engineers industry wide, 21% at operators and 21.5% at programmers. Women of color are a minuscule 4.7% of all project managers and engineers. But they account for nearly a quarter of women project managers and engineers, ranging from 21.4% women project managers and engineers at operators to 32.4% at programmers.

Certain companies on the fast track have done a fantastic job of engaging women in technology areas of the business. As new platforms, delivery options and content take the industry by storm, companies continue to expand divisions, product teams and special projects. These represent high growth areas for women to get in on the gold rush and advance into key operating positions. Companies are realizing the talent, skill and dedication inherent in the female workforce is not just suited to marketing and programming. They are quickly looking to shore up

staff on the IT front paving the way for women to enter and advance in technology positions that never before existed.

Time Warner is taking grand steps to advance women in IT, placing them on new projects that take advantage of the marketplace for digital services and content delivery. By its own estimate, Time Warner is 50% above the norm in its percentage of women as IT Managers and they are aggressively looking to the female workforce to fill key operating assignments resulting from new offerings.

With mentoring, external development programs for women managers, HBO now has multiple paths for women to pursue advancement through technical or management excellence and succeed in IT. The company outpaces the industry in the representation of women of color in technology.

Advance/Newhouse is another big player that has added career planning, mentoring and retention programs for women in IT. As the company launches new services offerings, it will allow women to gain practical hands-on experience with new technology while learning the ropes of operating responsibilities. Advance/Newhouse is testing out formal mentoring across the company, as well as putting career planning and retention programs in place for middle management and IT women.

As end users of the technology, employees have a reference point for the core offerings of their employers. Companies which enable their own employees to use their own technology will do well to have them managing these products as well.

Conclusion

Having completed its third consecutive year of the 2005 PAR Initiative, the WICT Foundation now has verification that an industry tracking study, in which many of its leading companies participate, is good business. Committed to the success of the wide range of corporate cultures that exist in the cable and telecommunications industry, WICT designed the program as a survey that can be customized to meet the needs of companies with diverse business goals and workplaces. Companies have taken stock in the scorecard to assess, fine-tune and implement programs as they prepare to seize opportunities and meet challenges presented by a rapidly changing marketplace.

2005 demonstrates stellar achievements in the workplace, and the cable industry is coalescing around sustainable practices that can be achieved year over year. While there is still improvement to be made on several fronts, it is clear that many companies are taking a much closer look at these issues from a business standpoint and addressing them accordingly.

The Best Companies for Women in Cable have taken their participation seriously and have innovated to keep their momentum moving continuously forward. They are taking PAR seriously as well - not as an advocacy program but as an effective tool that can impact business results. All cable companies, regardless of size or type, can learn and adopt from the best practices featured here. The WICT Foundation sees itself as a source of information and support in getting more companies to commit to putting internal policies and programs in place to improve their own Pay equity, Advancement opportunities and Resources for work/life support – and to encourage them to keep track annually by participation in the annual PAR Assessment Program.

It is the commitment of the WICT Foundation to help create and support thriving equitable and prosperous workplaces within our industry. We are confident that by doing so, we ultimately help strengthen a company's worth in the marketplace. Our expectations are high, as we have witnessed PAR's impact at individual companies and across the entire cable industry after just three years. It's a great start to meeting the next era of challenges and boldly moving into a successful, sustainable future.

Methodology

The PAR Initiative survey was conducted by mail and telephone interviews from April 2005 through July 2005. The list of companies that received the survey via mail was compiled from members and Human Resources professionals provided by the Women in Cable & Telecommunications Foundation. Follow up by phone and e-mail communication was conducted during the summer of 2005 to approximately 50 companies deemed high potential due to prior interest in the survey. Companies that completed the 2004 survey received customized invitations to again participate. The effort yielded 33 useable responses.

Status of women as a determining factor

It is the philosophy of Working Mother Media that actual results — i.e., the actual proportion of women in a company — must outweigh programs, which may or may not have the intended effect for women employees. Consequently, the statistical portion of the survey is weighted more heavily than the program portion.

It is possible for a company to have a high proportion of women in management at every level, resulting in a very high "status of women" quantitative score, yet for that same company to receive low to medium scores on the qualitative P,A,R sections. This can and does result in a few companies appearing as a Best Programmer or Operator, but not appearing among the top five companies in any of the P,A,R sublists. A high "status of women" score can boost a company into one of the top five categories overall.

To score the status of women in management, a parity scale is established for each company. The parity scale is based on the overall percentage of women employees at the company. Each level of management is compared to the overall percentage of women at the company. For instance, if 40% of a company's employees are women, a score of 100 on the parity scale for women in management is 40%. A company with 60% women employees must have 60% women in management for a score of 100. This means that women are equally represented in management as they are in the company overall. This also means that each company is judged on its own proportion of women employees and how well it draws them into leadership. A company with a high proportion of women employees does not have an inherent advantage in scoring the status of women.

Collecting and Scoring Quantitative Data

The survey consists of two sections: (1) the statistical representation of women within the company and (2) the company's programs and policies regarding Pay equity, Advancement opportunities, and Resources for work/life support.

The 2005 survey included a few additions and updates from the 2004 survey:

All calculations for year-to-year change were performed only for the 16 companies that participated in 2003, 2004 and 2005.

In 2004 and 2005, participating companies were asked more in-depth questions about the levels of management; the percentage of women in technology; and the percent of women in call centers, a common entry point for operators, especially for women of color.

In 2005, the category of "IT project manager" was added to identify women who are leading development of new channels for content delivery.

In 2005, the non-scored section on supplier diversity was added to understand if and how companies are encouraging women to become suppliers.

Some questions — in particular, call center questions — are almost exclusively pertinent only to operators. In a few cases, standard questions were deemed by a company to be not applicable (N/A). Companies were not scored on N/A questions. Scores that included N/As were equalized within category (programmers compared to programmers; operators compared to operators) and within the industry.

Because operators had more total questions resulting in more total points, programmers' scores were equalized to result in an equivalent point comparison.

All data was complied and reviewed by Working Mother Media at each stage of collection, analysis and entry into the database.

Data was proofed at receipt; during the interview process; after it was entered into the PAR Initiative database; and against programmed edits that flagged numerical inconsistencies. At each stage of the generation of reports, data was audited to ensure that adjustments, such as equalizers, were producing numerically correct results. Reported figures are rounded to the nearest tenth of a point.

Scoring Qualitative Data

Participating companies were asked a wide variety of questions relating to pay policies (**P**); leadership and advancement opportunities (**A**); and resources for work/life balance (**R**) to gain the full picture of the their cultures, policies and practices that directly affect the upward mobility of women employed by them.

Companies were asked to include supporting data such as biographies of executive women; examples of situations in which the policies had helped women as intended; and processes for determining the effectiveness of their programs. Extensive follow up, via e-mail and telephone interviews, supplemented the submitted information.

The e-mail and telephone interviews gathered more in-depth information, especially regarding components of company culture that are hard to designate as a "program" or "official" policy in response to a survey question. This would include such examples as full explanations of the status of leadership development programs in progress or the step-by-step process of handling of a female employee's inquiry into a perceived pay inequity.

Qualitative data was scored using a point system for most questions, with the lowest scores for little or no development on the point in question and the highest scores for fully developed, thoughtful programs or cultures accompanied by measurement.

In the follow-up interviews, companies were also about the ways that their investment in policies and cultures conducive to the advancement of women tied directly back to their company marketing and growth. As well, companies were asked how they tracked various aspects of their benefits, programs and culture: in other words, how effective were programs in delivering the intended results, and did companies continue to invest resources in programs with proven results.

Companies that participated in the past were asked to report on the status and results of programs that had been too early to measure in the 2003 and 2004 PAR Initiative report.

About Working Mother Media and the WICT Foundation

About the WICT Foundation

The WICT Foundation is responsible for the advocacy initiatives of Women in Cable & Telecommunications (WICT), the oldest and largest professional association serving women in the cable and telecommunications industry. The WICT Foundation serves as a catalyst for industry change through research, development, advocacy and education. Its current effort, the PAR Initiative, measures and supports the advancement of industry women against the following standards: Pay Equity, Advancement Opportunities and Resources for Work/Life Support. Groundbreaking programs such as the PAR Initiative, and other WICT Foundation research on issues such as work/life balance and the business case for gender diversity, have inspired industry-wide advancements for women.

Women in Cable & Telecommunications℠

FOUNDATION

About Working Mother

Working Mother Media is a multi-media marketing company that provides strategies and solutions for millions of consumers, specifically working mothers and female business owners, as well as a corporate audience of CEOs, top executive decision-makers and human resources professionals. Working Mother Media offers a full complement of marketing partnership programs including print, custom publishing, broadcast, and on-line media; national, regional and customized conferences and events; and a membership association for women in business for our corporate partners to forward their messages to their specific target audiences.

WORKING MOTHER MEDIA

Working Mother Media includes *Working Mother* and *NAFE* magazines, the National Association for Female Executives (NAFE) and a Conferences and Events Division that produces the *Working Mother* 100 Best Companies WorkLife Congress, the *Working Mother* Best Companies for Women of Color Conference, and Town Hall meetings around the country.

WICT Foundation Board of Trustees

Executive Committee

Jill Campbell
Chair
Sr. Vice President – Operations
Cox Communications

Ann Montgomery
Immediate Past Chair

Chris Moseley
Secretary
Executive Vice President
Chief Marketing Officer
Hallmark Channel

Connie Zerden
Treasurer
Vice President, General Manager
Showtime Networks Inc.

Amy Banse
Appointed
Executive Vice President
Comcast Corporation

Benita Fitzgerald Mosley
President & CEO
Women in Cable & Telecommunications

Trustees

Bridget Baker
Executive Vice President
NBC Universal Cable

Lisa Hall
President & Chief Operating Officer
Oxygen Media, Inc.

Landel Hobbs
EVP & CFO
Time Warner Cable

Jadz Janucik
Senior Vice President
National Cable Television Assn.

Susan Packard
President, Scripps Networks Affiliate Sales and International Development

Melanie Penna
WICT Inc. Vice Chair
Vice President - Human Resources
Comcast Cable Communications, LLC

Marva Smalls
EVP/Public Affairs Chief of Staff
Nickelodeon

Italia Commisso Weinand
Senior Vice President, Programming & HR
Mediacom

Michael Willner
Chief Executive Officer/Vice Chairman
Insight Communications

David Zagin
Sr. VP, Affiliate Sales & Marketing
A&E Television Network

Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities • Resources for work/life support • Pay equity • Advancement opportunities •

©2004 Women in Cable & Telecommunications Foundation

Women in Cable & Telecommunications℠

FOUNDATION

Women in Cable & Telecommunications Foundation
14555 Avion Parkway, Suite 250
Chantilly, VA 20151
www.wict.org