



PAR INITIATIVE

EXECUTIVE REPORT

CELEBRATE THE BEST COMPANIES
FOR WOMEN IN CABLE



WICT CELEBRATING 30 YEARS



WICT
PAR Initiative

WOMEN IN CABLE TELECOMMUNICATIONS 2009

2009 WICT PAR INITIATIVE

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3	BEST COMPANIES FOR WOMEN IN CABLE	11	PAY EQUITY	20
ADVANCEMENT OPPORTUNITIES	23	RESOURCES FOR WORK/LIFE SUPPORT	26	WOMEN OF COLOR	29
WOMEN IN OPERATOR CALL CENTERS	30	WOMEN IN TECHNOLOGY	32	CONCLUSION	34

THE 2009 WICT PAR INITIATIVE has, once again, taken the industry's pulse on the status of women employees in the cable industry based in three critical areas: Pay Equity, Advancement Opportunities and Resources for Work/Life Support. ¶ At this point in history, the female demographic is a significant factor of the nation's economic recovery plan as well as the cable industry's opportunity for growth. Now, in the midst of the economic rebound, women as a whole account for half of all U.S. workers and mothers are the primary breadwinners or co-breadwinners in nearly two-thirds of American family households.¹ Women represent a growth market more than twice as large as China and India combined, controlling \$20 trillion in annual consumer spending.² ¶ Concurrently, working women are paid an average of only 77 cents for every dollar earned by their male counterparts, less than the year before.³ ¶ The cable telecommunications industry, however, performs significantly better than other industries developing policies that ensure equitable compensation. This is critical considering the current regulatory emphasis on equitable pay standards as with The Lilly Ledbetter Fair Pay Act signed into law in January. With further pay equity legislation on deck, the cable industry's early adoption of sound compensation practices provides insulation from risk. ¶ WICT applauds the 2009 PAR participants who recognize that there is a correlation between competitive practices to develop women leaders and effectively competing for women with the expertise to grow their respective business and ultimately, the cable telecommunications industry. As a committed partner, WICT also supports these companies by attracting national attention to the industry as it did in April by highlighting best PAR practices at a U.S. Senate briefing on Capitol Hill. ¶ WICT invites you to closely examine the assessments, best practices and expert resources of the 2009 WICT PAR Initiative.

¹ *The Shriver Report, A Woman's Nation Changes Everything*, October, 2009

² *The Female Economy*, Harvard Business Review, September, 2009

³ U.S. Census Bureau, September, 2009

EXECUTIVE SUMMARY

FOR SEVEN YEARS, WICT's PAR Initiative has showcased the best company programs and practices that attract, cultivate and advance the approximately 546,000 women employed in the cable telecommunications industry. From the vertically integrated conglomerates that pioneered this industry, to the emerging corporations establishing their legacies, our industry's best companies recognize that Pay Equity, Advancement Opportunities and Resources for Work/Life Support for women employees drive the bottom lines.

This year's data reflects a rebound in the number of women in senior executive roles, with women capturing 25.1% of executive positions, up from 22.8% in 2008. Though this comeback is statistically significant, executive women are still represented well below the 2006 peak of 28.6%. As noted throughout the PAR Executive Report, many of the 2009 Best Companies for Women in Cable exceeded industry averages in various categories, however, this criteria is not a factor in evaluating PAR participants.¹

The number of Women of Color rose significantly in several 2009 PAR metrics, and now comprises 15.6% of all employees, up from 15% last year. Women of Color also now comprise 8.5% of all the industry's technology employees, a gain of nearly 3 percentage points from just a year ago. Much of that increase occurred in corporate technology, the major systems that support core business services. The statistics of Women of Color in the categories of Call Center Employee and Call Center Manager, also increased.

Representing 44.3% of Business to Business Operations Staff, women are approaching parity with men in this growing division. Women of Color, as well, are keeping pace with the growth rate of women in this sector, now representing

16.8% of all Business to Business Operations Staff, an increase from 11.1% last year.

In 2009, women comprised 35.5% of industry managers, the smallest percent reported over the last five years. At 35.7%, women represented the smallest percent of industry employees recorded since PAR was launched in 2003. Several other key metrics reflected slight erosion: women represent 34.6% of mid-managers this year, down from 35.4% last year, and declined to 34% of first line managers, from last year's 35.8%. These trends indicate steady erosion in the number of women in the first two levels of management.

The findings in WICT's 2009 PAR Initiative reflect participation by 33 companies, including 11 Operators, 17 Programmers and 5 closely-aligned industry suppliers and nonprofits.

Seven of the ten largest Cable Operators, as designated by the National Cable & Telecommunications Association (NCTA), were WICT PAR participants. They service 91% of the 56.5 million basic video subscribers served by the top ten Operators. This year's PAR Initiative also represents 17 Programmers, which comprise 12 of the top 20 cable programming networks, according to the NCTA.

	EMPLOYEES	MANAGERS	MID-LEVEL MANAGERS	SENIOR EXECUTIVES
2009				
Industry Average	35.7%	35.5%	34.6%	25.1%
Operators	34.9%	33.7%	30.8%	23.9%
Programmers	45%	44.1%	43.1%	26.5%
2008				
Industry Average	36.4%	36.6%	35.4%	22.8%
Operators	35%	33.5%	28.3%	18.8%
Programmers	46.5%	46%	42.9%	26.1%
2007				
Industry Average	35.8%	35.8%	37.9%	27.7%
Operators	34.7%	33.5%	37.2%	19.8%
Programmers	44.2%	44.3%	40.6%	31.1%
2006				
Industry Average	36.8%	36.7%	38.3%	28.6%
Operators	35.6%	34.3%	36.1%	18.7%
Programmers	44.7%	44.5%	41.5%	32.5%
2005				
Industry Average	37.3%	37.2%	38.1%	27.2%
Operators	36%	34.5%	35.7%	18.3%
Programmers	45.3%	44.8%	41.6%	29.6%
2004				
Industry Average	38.5%	38.4%	33.4%	26.6%
Operators	37.6%	37.6%	30.7%	18.4%
Programmers	46.8%	44.1%	42.6%	31.5%
2003				
Industry Average	38.7%	29%	19.7%	26.7%
Operators	37.9%	38.2%	24.3%	19.1%
Programmers	48.1%	11.7%	14.1%	37.8%

¹ For additional information on WICT's 2009 PAR Initiative Methodology, see page 37.

2009 HIGHLIGHTS

PAY EQUITY

Long recognized for exemplary pay equity practices, cable companies continued to fine-tune pay transparency and management accountabilities. Roughly 53% of WICT PAR participating companies report having formal pay equity standards and of those, 33.3% have “good” pay equity policies. As the industry continues to push pay equity procedures forward, it also heightens the requirements necessary to qualify for a “good” rating, which is now defined by companies that conduct pay audits more than annually, have multiple layers of review and accountability for pay decisions and provide managers coaching to ensure consistent application of pay policies. 20.0% of participants reported “basic” pay equity policies, generic policies that pledge gender pay equity. The slight decrease in companies with a formal pay equity policy is attributed to the introduction of several new participants in this year’s initiative who have not yet formulated their policies. The remaining 46.7% of participants reported no formal pay equity policy.

KEY PAY EQUITY METRICS

	2004	2008	2009
NO FORMAL PAY EQUITY POLICY	46.9	44.1	46.7 %
BASIC PAY EQUITY POLICY	21.9	14.7	20.0 %
GOOD PAY EQUITY POLICY	31.3	41.2	33.3 %

ADVANCEMENT OPPORTUNITIES

Mid-career operating experience is frequently cited as the key developmental advantage that prepares female employees for ongoing career advancement. Cable employers continued to offer a variety of opportunities for women to interface with project launches, new product development, acquisition teams and regional expansions. Mentoring programs gained momentum at industry employers and ad-hoc programs became more formalized and continued to evolve. Lateral rotation programs gained momentum, redefining career progression beyond traditional upward-mobility models.

KEY ADVANCEMENT OPPORTUNITIES METRICS

	2004	2008	2009
LEADERSHIP TRAINING FOR HIGH-RANKING WOMEN	75.0	81.8	77.4 %
LEADERSHIP TRAINING FOR MID-LEVEL WOMEN	75.0	81.8	77.4 %
LEADERSHIP TRAINING FOR ENTRY-LEVEL WOMEN	68.8	69.7	71.0 %
ROTATION INTO OPERATING POSITIONS	25.0	33.3	29.0 %
ROTATION ONTO DIGITAL OR NEW MEDIA PROJECT TEAMS	*	30.3	35.5 %
ROTATION INTO AD SALES POSITION	*	24.2	25.8 %
INTERNAL BUSINESS DEVELOPMENT PROJECTS	**	48.5	51.6 %

* Data not captured until 2007

** Data not captured until 2008

RESOURCES FOR WORK/LIFE SUPPORT

This year, flextime dropped by 4 percentage points as a resource offered by WICT PAR employers, yet this effective work/life tool is available at 83.9% of PAR participants, representing the second-highest recorded rate in PAR's seven year history. Telecommuting is now available at 67.7% of participating PAR companies. WICT PAR employers also shifted their health and wellness focus from on-site fitness facilities and instructional classes to on-site health maintenance services in line with employers' missions to foster daily health, as measured by biometrics, management of chronic conditions and healthy habits.

KEY RESOURCES FOR WORK/LIFE SUPPORT METRICS

	2004	2008	2009
FLEXTIME	80.7	87.9	83.9 %
FULL-TIME TELECOMMUTING	51.6	63.6	67.7 %
BACK-UP DEPENDENT CARE REFERRALS AND REIMBURSEMENT	61.3	54.6	38.7 %
BACK-UP DEPENDENT CARE FOR SERVICE OR CARE CENTER	*	42.4	29.0 %
ELDER CARE REFERRAL	61.3	57.6	51.6 %
PAID TIME FOR VOLUNTEERING	*	63.6	54.8 %
SUBSIDIZED MEMBERSHIP IN OFFSITE WELLNESS OR FITNESS FACILITY	**	72.7	58.1 %

* Data not captured until 2007

** Data not captured until 2006

WOMEN OF COLOR

This year, the composition of Women of Color in the industry essentially remained unchanged, comprising nearly 16% of all employees and 11% of managers. This segment is most strongly represented within the first level of management ranks, and their presence drops significantly at middle management and senior executive levels. In 2009, there were five WICT PAR Initiative categories that resulted in the highest reported proportion of Women of Color among industry employees: as a proportion of All Cable Industry employees (15.6%), of Entry Level employees (20.8%), of Corporate/Headquarter Technology employees (11.0%), of Business to Business customer and technical support staff (16.8%) and of Operator Call Center Managers (26.2%).

KEY WOMEN OF COLOR METRICS

	2004	2008	2009
ALL EMPLOYEES	13.5	15.0	15.6 %
ALL MANAGERS	8.5	11.0*	10.7 %
FIRST LINE MANAGERS	9.3	13.5	13.3 %
MIDDLE MANAGERS AND PROFESSIONAL	5.7	6.7*	7.0 %
SENIOR EXECUTIVES	3.4	4.6	4.5 %

* Includes professionals and managers in 2008

2009 HIGHLIGHTS

WOMEN IN OPERATOR CALL CENTERS

Women now comprise 58.7% of all employees at Operator Call Centers, a decline of .95 percentage points from 2008, representing an annual decline each year since 2005. Women represented 56.2% of Call Center Managers, a .5% increase from 2008. Women of Color comprised 33.6% of all employees at Operator call centers, an increase of 4.7%. Operators continue to leverage “virtual work” solutions for their call center representatives, with 100% of Operators offering full-time telecommuting options. Cable Operators report that women represent 44.3% of Business to Business operations staff, up from 36.4% just a year ago. Women of Color make up 16.8% of Business to Business operations staff, an increase from 11.1% in 2008.

KEY WOMEN IN CALL CENTERS METRICS

	2004	2008	2009
EMPLOYEES	63.4	59.6	58.7 %
CALL CENTER MANAGERS	62.8	55.6	56.2 %

KEY WOMEN OF COLOR IN CALL CENTERS METRICS

	2004	2008	2009
EMPLOYEES	30.4	28.9	33.6 %
CALL CENTER MANAGERS	23.5	21.3	26.2 %

WOMEN IN TECHNOLOGY

Substantial gains were reported in the percent of women in technology roles in 2009, which comprised 22.4% of all technology employees compared to 15.1% in 2008. Business to Business Customer and Technical Support represented the strongest gains in 2009, with the number of Corporate/HQ Technology Employees also growing. While new media continues to present significant opportunities for women, there was a slight decrease in the percent of women in new media roles during 2009. Women of Color in new media did not recover lost ground from last year, comprising 8.4% of employees compared to 8.3% in 2008. Women of Color comprised 8.5% of all employees in technology, an increase of 3.0% from 2008. Women IT engineers and project directors declined from 27.9% in 2008 to 19.4% this year.

KEY WOMEN IN TECHNOLOGY METRICS

	2004	2008	2009
TECHNOLOGY EMPLOYEES	**	15.1	22.4 %
CORPORATE/HQ TECHNOLOGY EMPLOYEES	30.4	24.7	27.8 %
NEW MEDIA EMPLOYEES	**	36.8	36.1 %
BUSINESS TO BUSINESS CUSTOMER AND TECHNICAL SUPPORT	**	36.8	44.3 %
ENGINEERS/PROJECT DIRECTORS	*	27.9	19.4 %

* Data not captured until 2005

** Includes professionals and managers in 2007

2009 STATUS OF WOMEN COMPARISON

Working Mother Media (WMM) surveys employers that aim to excel in recruiting, retaining and advancing working mothers, for its “Top 100 Companies for Working Mothers” list, which includes several companies in media and telecommunications. Of this year’s “Top 100 Companies for Working Mothers” list, women comprised 53% of all employees; 49% of all managers and 38% of senior managers.

2009 WICT PAR results benchmarked against WMM’s data indicate that the cable industry lags in employing women. Nevertheless, it has achieved parity in the proportion of women employees at 35.7%, almost identical to the proportion of women in management, 35.5%. The cable industry has made progress toward parity since WICT’s PAR Initiative launched and opportunities for women to advance have increased. In 2003, 38.7% of all employees were women, yet only 29% of women were managers. Opportunities for women in cable to advance have increased. The industry falls behind, though, when it comes to the percentage of senior women, which account for 25.1% of senior executives. For an organization to ensure a stable talent pipeline, the goal is to achieve “parity,” meaning the proportion of women at various management levels is the same as the proportion of women at that workplace..

WORKING MOTHER MEDIA COMPARISON

	2009 PAR INITIATIVE	WORKING MOTHER MEDIA
WOMEN EMPLOYEES	35.7	53.0 %
WOMEN MANAGERS (AND PROFESSIONALS)	35.5	49.0 %
WOMEN SENIOR EXECUTIVES	25.1	38.0 %



2009 INDUSTRY SCORECARD

	ALL COMPANIES	OPERATORS	PROGRAMMERS	OTHERS
Total Companies participating	33	11	17	5
% of Total Respondents	100%	34.4%	50.0%	15.6%

WOMEN EMPLOYEES AND MANAGERS AS A PROPORTION OF ALL EMPLOYEES AND MANAGERS*

	ALL COMPANIES	OPERATORS	PROGRAMMERS	OTHERS
% of employees	35.73%	34.87%	44.99%	24.47%
% of new hires	40.02%	38.87%	48.27%	24.10%
% of entry level employees	40.61%	40.07%	52.33%	33.96%
% of Call Center employees (Operators only)	58.67%	58.67%	-	-
% of All Technology Employees	22.44%	21.85%	26.94%	11.19%
% of Corporate/HQ Technology Employees	27.79%	26.79%	28.48%	70.00%
% of Field/Installer Employees (Operators only)	2.80%	2.80%	-	-
% of New Media Employees	36.13%	35.28%	37.43%	31.25%
% of Business to Business customer and technical support staff	44.32%	44.32%	-	-
% of Managers	35.52%	33.71%	44.09%	17.80%
% of line managers	36.35%	35.00%	46.12%	17.61%
% of first line managers	34.03%	30.95%	45.75%	26.09%
% of mid Managers	34.60%	30.80%	43.07%	18.42%
% of Call Center Managers (Operators only)	56.15%	56.15%	-	-
% of Engineers/Project Directors	19.41%	22.47%	33.33%	8.94%
% of Senior Executives	25.09%	23.90%	26.52%	43.75%

WOMEN OF COLOR AS A PROPORTION OF ALL EMPLOYEES & MANAGERS *

	ALL COMPANIES	OPERATORS	PROGRAMMERS	OTHERS
% of employees	15.62%	15.82%	16.19%	5.43%
% of new hires	19.64%	19.89%	18.98%	7.19%
% of entry level employees	20.80%	20.50%	27.50%	5.66%
% of Call Center employees (Operators only)	33.61%	33.61%	-	-
% of All Technology Employees	8.48%	8.00%	11.24%	4.52%
% of Corporate/HQ Technology Employees	11.04%	9.52%	12.34%	30.00%
% of Field/Installer Employees (Operators only)	1.09%	1.09%	-	-
% of New Media Employees	8.36%	8.74%	7.85%	6.25%
% of Business to Business customer and technical support staff	16.76%	16.76%	-	-
% of Managers	10.73%	10.49%	12.35%	3.04%
% of line managers	11.47%	11.54%	12.61%	2.52%
% of first line managers	13.30%	13.24%	13.78%	7.25%
% of mid Managers	6.95%	5.78%	9.56%	2.63%
% of Call Center Managers (Operators only)	26.21%	26.21%	-	-
% of Engineers/Project Directors	6.72%	7.37%	8.33%	4.74%
% of Senior Executives	4.53%	3.67%	5.25%	25.00%

	ALL COMPANIES	OPERATORS	PROGRAMMERS	OTHERS
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WOMEN OF COLOR AS A PROPORTION OF WOMEN EMPLOYEES AND MANAGERS*

	ALL COMPANIES	OPERATORS	PROGRAMMERS	OTHERS
% of employees	43.73%	45.37%	35.99%	22.21%
% of new hires	49.08%	51.17%	39.31%	29.85%
% of entry level employees	51.23%	51.16%	52.55%	16.67%
% of Call Center employees (Operators only)	57.29%	57.29%	-	-
% of All Technology Employees	37.81%	36.61%	41.73%	40.43%
% of Corporate/HQ Technology Employees	39.72%	35.53%	43.34%	42.86%
% of Field/Installer Employees (Operators only)	39.12%	39.12%	-	-
% of New Media Employees	23.13%	24.79%	20.96%	20.00%
% of Business to Business customer and technical support staff	37.81%	37.81%	-	-
% of Managers	30.21%	31.11%	28.01%	17.07%
% of line managers	31.55%	32.97%	27.33%	14.29%
% of first line managers	39.09%	42.78%	30.13%	27.78%
% of mid Managers	20.10%	18.76%	22.19%	14.29%
% of Call Center Managers (Operators only)	46.69%	46.69%	-	-
% of Engineers/Project Directors	34.60%	32.80%	25.00%	53.06%
% of Senior Executives	18.05%	15.34%	19.79%	57.14%

PARITY

	ALL COMPANIES	OPERATORS	PROGRAMMERS	OTHERS
Parity Women Managers	99.42%	96.65%	98.01%	72.75%
Parity Women Middle Managers	96.86%	88.31%	95.74%	75.29%
Parity Women Executives	70.24%	68.53%	58.95%	178.81%

PAY EQUITY

	ALL COMPANIES	OPERATORS	PROGRAMMERS	OTHERS
% companies with no formal pay equity policy	46.67%	45.45%	35.71%	80.00%
% companies with basic formal pay equity policy	20.00%	18.18%	21.43%	20.00%
% companies with good formal pay equity policy	33.33%	36.36%	42.86%	0.00%
% companies that do not conduct internal pay equity surveys	23.33%	9.09%	28.57%	40.00%
% companies that conduct basic internal pay equity surveys	40.00%	45.45%	35.71%	40.00%
% companies that conduct good internal pay equity surveys	36.67%	45.45%	35.71%	20.00%

33

PARTICIPANTS IN 2009

40 PARTICIPANTS IN 2008, 38 PARTICIPANTS IN 2007,
40 PARTICIPANTS IN 2006, 33 PARTICIPANTS IN 2005,
32 PARTICIPANTS IN 2004, AND 28 PARTICIPANTS IN 2003

	ALL COMPANIES	OPERATORS	PROGRAMMERS	OTHERS
ADVANCEMENT OPPORTUNITIES				
Leadership training for: High ranking women	77.42%	100.00%	53.33%	100.00%
Leadership training for: Women at mid-level	77.42%	90.91%	60.00%	100.00%
Leadership training for: Women at entry level	70.97%	81.82%	53.33%	100.00%
Formal mentoring (company-wide)	54.84%	63.64%	46.67%	60.00%
Informal mentoring (company-wide)	67.74%	72.73%	66.67%	60.00%
Career planning & retention for mid-level managers	74.19%	81.82%	60.00%	100.00%
Career planning & retention for women in IT, technical & engineering	54.84%	54.55%	53.33%	60.00%
Financial training for non-financial managers	41.94%	63.64%	40.00%	0.00%
Rotation: operating positions	29.03%	45.45%	20.00%	20.00%
Rotation: ad sales positions	25.81%	36.36%	26.67%	0.00%
Rotation: digital or new media project or launch teams	35.48%	45.45%	26.67%	40.00%
Rotation: new product/service launch teams	29.03%	45.45%	13.33%	40.00%
Participation in external women's' development programs (i.e. Smith College, Menttium)	48.39%	54.55%	40.00%	60.00%
Corporate women's' network (company-wide)	67.74%	72.73%	66.67%	60.00%
Internal new business development projects or team	51.61%	63.64%	46.67%	40.00%
Rotation: online/digital advertising sales positions	19.35%	18.18%	20.00%	20.00%
Rotation: mobile technology/content ad sales positions	16.13%	18.18%	13.33%	20.00%
Rotation: video game-related ad sales positions	6.45%	9.09%	6.67%	0.00%
Rotation: international management teams	9.68%	0.00%	20.00%	0.00%
Rotation: international business development teams	12.90%	0.00%	20.00%	20.00%
Paid summer internships for diverse college students	58.06%	63.64%	60.00%	40.00%
Alumni or similar networks to enable valued former employees to return.	22.58%	27.27%	13.33%	40.00%
Re-integration: hiatus of up to 5 years	9.68%	18.18%	0.00%	20.00%
Re-integration: maternity leave	32.26%	45.45%	26.67%	20.00%
Re-integration: serious illness.	25.81%	36.36%	20.00%	20.00%
Internal structure for referring employees who have become suppliers to mgrs	16.13%	9.09%	26.67%	0.00%

	ALL COMPANIES	OPERATORS	PROGRAMMERS	OTHERS
RESOURCES FOR WORK/LIFE SUPPORT				
Flex time	83.87%	81.82%	80.00%	100.00%
Full-time telecommuting	67.74%	100.00%	53.33%	40.00%
Career-track part-time option	35.48%	36.36%	33.33%	40.00%
Job-sharing	35.48%	45.45%	33.33%	20.00%
Retirement transition	29.03%	36.36%	26.67%	20.00%
Maternity & paternity benefits beyond required FMLA leave	41.94%	9.09%	60.00%	60.00%
On-site amenities	54.84%	72.73%	53.33%	20.00%
Paid time for volunteering/community outreach/professional association activities	54.84%	63.64%	53.33%	40.00%
On-site wellness or fitness facility or classes	54.84%	63.64%	53.33%	40.00%
Subsidized membership in wellness or fitness	58.06%	63.64%	53.33%	60.00%
On-site health maintenance service (clinic, visiting nurse, nutritionist, etc.)	48.39%	45.45%	46.67%	60.00%
Elder care referral program	51.61%	63.64%	53.33%	20.00%
Back-up, travel and emergency child care center, referrals or reimbursement**	38.71%	45.45%	40.00%	20.00%
Back up travel and emergency dependent care: service or care center	29.03%	18.18%	33.33%	40.00%
After-school/Vacation Care referral program	41.94%	54.55%	40.00%	20.00%
Reserved spots for employees' children at child care center	16.13%	18.18%	20.00%	0.00%
On-site child care	16.13%	9.09%	26.67%	0.00%

* The percents are calculated by summing across all companies and then calculating the percent.

** Changed in 2007 to "Backup travel and emergency dependent care: referrals or reimbursement" from "Back-up child care."



BEST COMPANIES FOR WOMEN IN CABLE

THE COMPANIES PROFILED in *Women in Cable Telecommunication's 2009 Best Operators, Best Programmers and Best Companies in Pay Equity, Advancement Opportunities and Resources for Work/Life Support* for women, represent a range of companies of varying sizes, cultures and histories. Their approaches to attracting, retaining and cultivating top female talent are as diverse as the markets and audiences they serve. Nevertheless, they have a shared recognition that women are integral to their businesses' growth.

WICT PAR's Best Operators and Best Programmers have a high percentage of women employees, managers and senior leaders as well as a portfolio of proven pay equity standards, advancement opportunities, and effective work/life solutions. The WICT "Best" companies have strategically integrated P, A and R programs into their corporate cultures and, as demonstrated by the support for and use of these programs by senior executives and company employees, respectively, have done so successfully.

Working Mother Media (WMM) ranked the Best Operators and Programmers based on extensive quantitative and qualitative information collected from WICT's 2009 PAR Initiative survey. WMM ranked the five Best Companies in Pay Equity, Advancement Opportunities, and Resources for Work/ Life Support based on qualitative information gathered in the survey and through individual interviews.

Placing emphasis on diversity and inclusion firmly at the top of their corporate agendas, these WICT PAR Best Companies offer an array of programs that facilitate career development, assign and ensure equitable compensation practices and create professional environments that support top female talent. These are the companies that lead the cable telecommunications industry.

THE BEST OPERATORS FOR WOMEN IN CABLE



THE BEST PROGRAMMERS FOR WOMEN IN CABLE



THE BEST COMPANIES FOR WOMEN IN PAY EQUITY



THE BEST COMPANIES FOR WOMEN IN ADVANCEMENT OPPORTUNITIES



THE BEST COMPANIES FOR WOMEN IN RESOURCES FOR WORK/LIFE SUPPORT



OPERATORS

TOP TRENDS

- Significant gains for women in technology
- Women are approaching parity in business to business sales & support
- Highest proportion of women senior executives reported since PAR's inception
- Lateral rotations are gaining momentum
- Continued strength in Advancement Opportunities & Resources for Work/Life Support
- Full-time telecommuting universally offered

BEST COMPANIES



DESPITE THE COMPROMISED ECONOMY, 2009 presented numerous opportunities for women employed at Cable Operators. Significant gains in representation in the categories of technology and senior management, while other management categories remained steady. ¶ Operators' strategic efforts to advance women in technology are trending positively with women representing 21.9% of all technology employees and 22.5% of IT engineers and project managers. Women also represent 26.8% of all corporate/headquarter technology employees. ¶ Women are making significant inroads in one of the fastest growing and revenue driving divisions for Operators, Business to Business Sales, and now comprise 44.3% of those employees, up from 36.4% just a year ago. Women of Color are included in that trend; now representing 16.8% of business to business sales & support staff, up from 11.1% a year ago. ¶ At 23.9%, nearly a quarter of all senior executives are now women, an increase from 18.8% last year. Advancement programs were increased at nearly all participating PAR Operators and new operational rotations were established. ¶ Driven by the rapid evolution of virtual call centers and the cost savings derived from virtual work scenarios, 100% of Operators now offer full-time telecommuting options. Other resources for work/life support held steady, with on-site health maintenance services elevating to 45.5% from last year's 30.8%.

2009 BEST OPERATORS

B2B

Women now comprise 44.3% of business to business operations, a fast growing and revenue driving division for Operators.

COX COMMUNICATIONS, INC.

Cox Communications' commitment to equitable pay practices, advancement opportunities and resources for work/life programs has translated into a work environment that ensures that employees, regardless of gender, have the opportunity to develop their full potential.

For the seventh consecutive year, Cox sets the standard for WICT's Best Operators for Women in Cable Telecommunications. Consistent with other PAR Best Operators, Cox identifies emerging women leaders and adapts a development plan with core finance and leadership programs, mentoring assignments and operational rotations. Cox forms distinctive plans to address the unique competencies required of women leaders in regional offices, call centers and technical roles.

By closely monitoring its talent development metrics, Cox ensures its programs are adopted by a broad and diverse pool of professionals. Cox internally details the number of women that participate in each type and level of leadership development program. For example, Cox reported that women are 32% of the 80 graduates of the "Executive Foundation," the company's program for high-potential mid-level leaders.

This year, 33.7% of managers at participating Operators were women, near parity with the 34.9% of Operator employees who are women. At Cox, the ratios are reversed. One-third, roughly 33% of Cox employees are women, and they represent 35.4% of

all Cox managers. Cox also exceeds the 2009 Operator benchmark of 2.8% for women installers by reporting that 5.9% of Cox installers are female.

Cox has shown persistent innovation in virtual work solutions and by early 2010, most of its regions will be fully engaged in or piloting Flexible Work options. Two popular options are "Home Start," a program that allows employees to start their work day from home rather than visiting an office location, and the compressed work week option, which condenses 40 hours of work into four days, providing three-day-weekends for participants.

Cox reports that roughly 20% of all employees officially participate in Cox Flexible Work options, and this figure is expected to rise in the future. The adoption rate of these alternative work schedules illustrates how policies that may have initially targeted benefits for women, become successful solutions for all employees.

TIME WARNER CABLE

Time Warner Cable's talent pipeline is soundly positioned with emerging, evolving and established women leaders at all levels of development. At 34.6% of its employee base, women at Time Warner Cable nearly achieve parity with their representation of 32.5% of managers. Senior executives at Time Warner Cable are comprised of 27% women, outpacing the 2009 Operator average of 23.9%.

Recruiting women for technology roles is a shared challenge of cable employers. Three of this year's WICT PAR Best Companies, Time Warner Cable, Comcast and ESPN, decided to address this issue by collaborating to recruit women in the eastern U.S. markets, where their operations overlap. Time Warner Cable's companywide "Women in Technology" affinity group serves as a potent peer resource for participating technology professionals.

The growing trend of lateral rotations has emerged as a powerful tool for "Growing in Place." 35.5% of employers reported programs to rotate employees through digital projects: 29% through new product launch teams, 19.3% through digital ad sales positions and 16%, through mobile ad sales.

Lateral rotations are a centerpiece of reshaping Time Warner Cable Media Sales' mid-level talent pipeline. After recognizing a gap between the skills and experience required to transition to a national mid-level role and the development opportunities available to Time Warner Cable or TWC regions, Joan Gillman, Time Warner Cable's EVP and President of Media Sales, developed a strategy for regional managers to serve on cross-functional teams. "Our rising stars come from the regional vice president pool, and we wanted to develop them before putting them into their next roles," she explains. The short term goal: solve companywide challenges through creation of task forces comprised of rising leaders. The long term goal: expand the roster of seasoned leaders who could step into future leadership roles.



IN 2009, WOMEN HAD SIGNIFICANT GAINS IN REPRESENTATION IN THE CATEGORIES OF TECHNOLOGY AND SENIOR MANAGEMENT.

Assignments are organized so that ten to twenty projects are simultaneously executed by cross-functional teams, and regional leaders are coached in securing team engagement by communicating their alignment to Time Warner Cable's economic goals. This regional talent development approach is streamlined and managers are assigned staffers whose full-time jobs are to provide project technical support. That enables the rising managers to focus on addressing strategic issues rather than technical challenges.

This transitional approach is benefiting Time Warner Cable's media sales females by keeping the Company's pipeline filled with equipped, experienced candidates for leadership roles at all levels.

COMCAST CABLE

Commercial cable service sales are projected to rise to \$16 billion in 2013, 10% of total cable revenue and up from 4% today.¹ Comcast, Time Warner and Cox are projected to capture a significant portion of that revenue. This projection was in line with Comcast's own assessment when it advised Wall Street analysts that a third of operating cash flow growth could come from commercial services in the next two to three years, potentially reaching \$2.5 billion by 2012.²

¹ *Pike & Fischer*

² Comcast at Bank of America – Merrill Lynch Securities Media, Communications & Entertainment Conference

Comcast ensures that women are well represented in this emerging, revenue generating category. The complex, long-term nature of enterprise sales aligns well with what is considered women's innate relationship-oriented sales approach, according to Comcast executives. The company is effectively leveraging female talent throughout the organization, with their composition of female managers exceeding the 2009 PAR Operator average of 33.7%. Women constitute 33.6% of Comcast managers—nearly even with the 35.4% of employees who are female.

Virtual work initiatives continue to rapidly launch nationally, with regional workgroups tailoring practices to reflect the local conditions. Comcast call center employees have access to Comcast's "Virtual Customer Account Executive" program (VCAE) that supports their segue into home-based work. As a result, and because the program also extends like opportunities to employees who relocate, retention of call center employees has increased.

Comcast calculates the cumulative impact of its diversity and work/life programs on a scorecard that cross-references the demographics of its employee base, leadership development and diversity initiatives.

100%

All PAR Operators now offer full-time telecommuting options.

BRIGHT HOUSE NETWORKS

In 2009, women employed at Bright House Networks achieved parity in their representation of employees, at 35.7%, and in management, at 35.5%. Consistent progress and persistent focus on developing and securing strong female candidates for management roles has been a successful strategy for this Operator.

Bright House's insistence that new hire and promotion candidate slates include women and Women of Color is the basis of its success in attracting and retaining top female talent. Each year, Bright House reports an increasing representation of women, reflected in the 31% of Bright House IT project managers and 3.6% of Bright House installers, both of which exceed the 2009 Operator averages. Women of Color comprise 11.6% of Bright House New Media employees, exceeding the Operator average of 8.7%.

Bright House exhibits the PAR trend of cross-training women from technical and non-technical roles to lead integrated teams of engineers and product managers, offering valuable technical experience in promotions and lateral assignments.

High-potential women who take part in the Bright House Women's Leadership Circle gain extensive exposure to new functional areas, senior management mentors and exposure to senior operations executives, resulting in expansion of operational competencies and prepare them for future leadership opportunities. Middle managers are recruited from all divisions, with an emphasis on the technology sector. Bright House continues its financial commitment

to the Women's Leadership Circle and has yielded an internal talent pool well equipped for the organization's objectives.

The company's status quo is being steadily redefined by a more inclusive approach and new perspectives are permeating the culture. An example is that one of Bright House's male facility designers has begun automatically including lactation rooms in all new building designs.

SUDDENLINK COMMUNICATIONS

In its brief history, Suddenlink Communications has achieved equitable metrics, unmatched by organizations with far more tenure in the industry. Its dedication to advancing women leaders has resulted in women achieving near parity, not only in representation as employees, but in management roles as well.

Formed in 2006, Suddenlink reports that women comprise 36% of all employees and 33% of managers. This exceeds the 33.7% average proportion of women in Operator management roles in 2009. At the executive level, five of Suddenlink's seventeen Corporate Officer positions are held by women and several other women figure prominently in the ranks of vice presidents and directors.

One of the tactics Suddenlink employs to ensure diverse candidate slates is to build relationships with organizations that

serve the demographics they seek to hire. Suddenlink posts job openings on web sites for women seeking to re-enter the workforce, for example, and recruits bi-lingual candidates from organizations that serve Hispanic women. Suddenlink also offers a bounty for successful employee referrals of bilingual candidates.

An internal tracking system identifies employees who have applied for different positions at Suddenlink, which helps the company recognize individuals interested in career changes.

Mentoring is actively cultivated at Suddenlink, particularly as regional leaders collaborate to replicate the best practices generated in their regions. New ways to mentor mid-level women are being piloted, and this year Suddenlink tested a new idea on its 2009 interns, mini-mentoring, whereby each intern met with a variety of women in varying roles and career stages. An additional value add to designing and managing the program, was that it presented developmental opportunities for two of Suddenlink's Human Resources leaders.

Along with several other WICT PAR Best Companies, Suddenlink offers employees options for managing health and personal time concurrently. A health trainer, for example, was hired to provide yoga, Nordic and other workout and wellness sessions which complemented the company-wide health fairs and wellness programs.

PROGRAMMERS

TOP TRENDS

- More Women of Color represented in mid-management
- Fewer women IT engineers & project managers
- Little change in most demographic categories
- Erosion in Advancement programs
- Fewer flexible work, telecommuting and dependent care programs

BEST COMPANIES



THE COMPOSITION OF PROGRAMMER EMPLOYEES has remained relatively unchanged since the inception of WICT's PAR Initiative, with women comprising 45% in 2009. Modest growth took place in the proportion of women in middle management and senior management. Women of Color now account for 9.6%, up from 8.5% in 2008, and women are employed in 43.1% of middle management roles at Programmers. The percent of women in Senior Executive positions rose 0.4 percentage points in 2009 to 26.5%, while the percent of Women of Color in Senior Executive roles decreased by 1.5 percentage points in 2009 to 5.25%. ¶ Women fill fewer technical roles at Programmers, with representation of IT engineers and project managers at 33.3%, a decrease of 6 percentage points from 2008's 39.4%. Women of Color, however, now represent 11.2% of all Programmer technical roles, an increase of 1.04 percentage points from 2008. ¶ Financial stressors affected Programmers' Advancement programs with nearly all categories being reported with double-digit percentage-point decreases. Nevertheless, PAR's Best Programmers recognize that innovative development programs such as mentoring initiatives and lateral rotations ensure the advancement of women that drives bottom-line growth. In fact, developmental rotations into new media projects grew this year with 26.7% of Programmers offering this career development option, an increase of 6.7 percentage points from 20% in 2008. ¶ Though many Programmers scaled back on the number of flexible work programs, including flextime and telecommuting options, the 2009 WICT PAR Best Programmers illustrate how these important benefits enhance workplace productivity and increase retention.

2009 BEST PROGRAMMERS

45%

Women comprise 45% of all employees
at PAR Programmers.

DISCOVERY COMMUNICATIONS

Discovery Communications has continued its momentum developing female talent, this year, and reports that women comprise 55% of its employees, 10 percentage points over the Programmer average of 45%. Additionally, women comprise more than half (52%) of Discovery's managers, nearly 8 percentage points higher than the Programmer average of 44%. Discovery continues to have one of the highest and most consistent proportions of female leaders in the industry.

Opportunities for operational experience are commonplace for women in higher ranks at Discovery; nearly 90% of senior executive women incorporate operating responsibilities into their management roles.

Equitable compensation decisions at Discovery are made with the resources of external benchmarking, frequent pay audits and consistent manager coaching. All managers are trained in a "compensation basics" program that ensures salary and promotion decisions based on performance, career trajectories, and other intangibles are grounded in the company's pay policies.

The company created a Women's Leadership Network in early 2009, with a mission to "act as a catalyst for high-performance execution at both an individual level and company-wide." With a focus on driving business results, task groups of women at various career stages are formed, which create peer networks and mentoring relationships.

Discovery is in the forefront of this year's major WICT PAR trends, including "Growing in Place." As one example of the company's offerings, Discovery allows mid-level employees 12-month job exchanges to help them discover new professional aptitudes and expand their skill sets. Working together for the first three months, participants teach each other their new job responsibilities before exchanging jobs. After officially exchanging roles, participants meet weekly to coach each other through key job related decisions. Following the rotation, participants work together again as they reorient themselves to their former positions. This lateral growth opportunity expands participants' knowledge and experience with little disruption to their careers.

TURNER BROADCASTING SYSTEM, INC.

Consistent with the 2009 Programmer average, 45% of Turner Broadcasting System, Inc.'s employees and 44% of managers are women. As senior management opportunities become available, Turner's management pipeline is filled with qualified female management candidates.

Turner has begun offering new managers in the growing Technology, Strategy and Operations division, a six-week program to introduce them to short operational rotation opportunities available throughout Turner's businesses. The "Turner Associate Program" provides a brief overview of these rotations and encourages new managers to incorporate a rota-

tional experience into their career plans.

Turner's entrepreneurial "KEYS" (Knowledge Energizing Your Success) program, which connects employees across divisions in an internal business plan competition, continues to grow. "KEYS" establishes a company-wide understanding of Turner's business drivers and creates an internal network for women to collaborate and develop their careers.

Turner continues to execute successful programs, including "Circle Mentoring," in which small groups of Turner employees meet monthly with two senior executives for intensive feedback and coaching sessions. As the executives phase out, some of the groups continue to meet and transition into peer mentoring groups.

Formal job sharing arrangements are gradually being adopted by industry companies. With management's support, two Turner Advertising Sales representatives formed a team and divided the work week, with both working on Wednesdays. After several years, they're established as one of the company's top-producing teams and Turner strategically leverages this flexible work option.

NBC UNIVERSAL

With women in senior leadership roles at networks including Bravo, USA Network and SyFy, NBC Universal (NBCU) illustrates that women drive results. Bravo recently reported its highest ratings month in August 2009,¹ with viewership 12% higher than

PAR BEST PROGRAMMERS RECOGNIZE THAT INNOVATION DEVELOPMENT PROGRAMS SUCH AS MENTORING AND LATERAL ROTATIONS ENSURE THE ADVANCEMENT OF WOMEN THAT DRIVES BOTTOM LINE GROWTH.



the prior August, and USA Network had ten consecutive months of ratings increases through July and was the most-watched basic cable network.²

With nearly equal distribution of women throughout NBCU's management pipeline, the company exceeds many Programmers in attaining near parity with women representing 51% of employees, 57% of managers, 56% of mid-managers and 46% of senior executives.

NBCU reports one of the industry's highest ratios of women leaders in a culture that blends the best practices from its parent company, General Electric (GE). GE has formed several affinity "networks" that offer network leaders increased visibility within their company. Through GE's "Women's Network," for example, NBCU's female employees gain exposure to high-level GE leaders through structured mentoring and networking opportunities. Network leaders have ongoing interaction with GE's senior leaders and managers are rewarded when their direct reports become affinity group leaders.

The "Side Step" development effort offers lateral rotations to NBCU employees to continually prepare high potential staff for their next promotion. It expands employee experiences by broadening their understanding of the organization and preparing them for career advancement.

With their acquisition of programming networks oriented toward women viewers, NBCU also acquired an expertise in marketing to women and has extended that expertise into the new business unit, "Women@NBCU." This business unit offers consulting services geared toward women viewers and consumers.

SCRIPPS NETWORKS

At Scripps Networks, women are in the majority of three important metrics: women as a proportion of employees, of managers and of mid-managers. As of 2009, 56% of Scripps employees are women, which is 11 percentage points over the Programmer average of 45%.

Scripps also surpasses industry averages with women now comprising 54% of Scripps managers, compared to 43.1% among all WICT PAR Programmers, and 51% of mid-managers, 7.9 percentage points over the Programmer average of 43%. One of the strategies Scripps employed to attract top female talent was to offer employees a \$500 recruitment bounty for successful referrals. Scripps has also advanced qualified part-time employees into full time roles.

¹ August – Bravo's Best Month Ever, TV By The Numbers (based on Nielsen Media Research)

² USA Network continues domination, TV By The Numbers (based on Nielsen Media Research)

TALENT PIPELINE

With 43% of women in middle management PAR Programmers are focused on maintaining a ready pipeline of talent.

Transparency is a recognizable hallmark of Scripps' pay practices. Quarterly pay equity audits, evaluating industry and professional compensation data, ensure that salary levels are consistent with other companies that have innovative pay equity practices. In 2009, Scripps initiated a comprehensive compensation practice that includes a compensation statement to employees that iterates their compensation, including merit raises and bonuses, along with Scripps' compensation policies.

Women lead several lines of business at Scripps, providing multiple role models for rising employees. In addition to its internal mentoring program, Scripps partnered with WICT to offer mentoring opportunities to seniors at the University of Tennessee at Knoxville. By collaborating with faculty and WICT leaders, Scripps crafted a program that mentors 23 college seniors and identifies career opportunities in cable telecommunications.

This year, Scripps offered employees a multifaceted wellness program that encourages healthy choices and equips employees with tools for health success. One such tool includes the provision of a personal health coach customize individual wellness programs, and provide biometric readings to measure results.

LIFETIME ENTERTAINMENT SERVICES, LLC.

Lifetime Entertainment Services, LLC. reports that 58% of its employees are women, exceeding the WICT PAR Programmer average of 45%. As well, Lifetime reports the same proportion of women managers, 58%. Women comprise 61% of Lifetime's senior executives, nearly 35 percentage points higher than the WICT PAR Programmer average of 26.5%.

Lifetime continues to increase the number of Women of Color employed at the network, and this year there are more Hispanic women filling technical roles. To cultivate qualified candidates, this Programmer continues to build long-term relationships with associations that serve Women of Color and Women in Technology. Lifetime reports that women comprise 64% of its digital media staff.

In 2009, Lifetime continued performing ongoing pay audits and offering child-care assistance. Along with other WICT PAR Best Companies, Lifetime now offers a "paid time off bank" of 20-30 days each year (depending on level and seniority) in addition to holidays, (instead of a mix of vacation, sick and personal days), offering employees additional flexibility.

Through the launch of Lifetimemoms.com, Lifetime is helping build business opportunities for women bloggers and new platforms for Advertising Sales. Lifetime selected sixteen bloggers to lead specific Lifetimemoms.com and over 50+ Affiliates to align with Lifetime's brand, messaging and tone. These bloggers are becoming more strategically integrated with the network. Several fashion channel bloggers, for example, attended and blogged about New York's "Fashion Week" for Lifetime, and covered an exclusive "Project Runway" party. Lifetime provides access and promotion and the Moms provide the content. There are also new opportunities for advertisers in the social media space within a trusted environment. It's a win-win all around.

PAY EQUITY

TRUE TO ITS INNOVATIVE NATURE, the cable telecommunications industry has seized the pay equity innovation promoted in WICT's PAR initiative over the last six years, and made them their own. From implementing formal written pay policies to developing tools that help managers make equitable compensation decisions, industry companies have made impressive progress. WICT has tracked the evolution of our industry's pay practices from shortsightedly reactive to strategically proactive.

BEST PRACTICES

- ▶ Correlate pay equity analysis to performance analysis
- ▶ Conduct frequent internal equity audits
- ▶ Employ pay analysis tools to ensure effective compensation decisions
- ▶ Coach managers through pay decisions

BEST COMPANIES



In 2003, the pay equity metric was incorporated in WICT's PAR Initiative to reflect the industry's compliance with the Department of Labor's federal contractor's requirement to implement audits and pay policies. Now, in 2009, this component has evolved into a full-spectrum analysis of pay equity best practices which positively distinguishes the cable industry from disconcerting U.S. statistics.

The business case for equitable pay is well documented. In addition to reduced litigation risk, equitable workplace policies reduce costs to employers by lowering employee absence and reduced turnover. The cost to replace an employee ranges from 25% to almost 200 % of annual compensation.¹

The cable industry continually raises the bar on equal pay policies and practices, strengthening WICT's PAR Initiative definition of "basic" policies and surveys. This year, employers earn a "basic" grade if they (1) conduct pay audits annually, (2) require human resources staff and top management review of pay patterns, and (3) extend basic training and communications tools to managers. These practices are essential to ensure that equal pay practices are consistently enacted and that managers are accountable for compensation decisions. In 2009, 40% of cable employers met the "basic" standard.

The WICT PAR Initiative recognizes proactive, forward-looking analysis tools that help managers equitably match top performance with top pay. It also challenges cable employers to continually assess and improve internal pay practices to ensure that managers are informed, equipped and empowered to make gender-neutral pay decisions.

To earn a designation of "good" employers (1) conduct pay audits more than annually (typically, quarterly or more

PAY EQUITY POLICIES/PAY EQUITY SURVEYS

PAY EQUITY POLICIES	2004	2008	2009
NONE	46.9	44.1	46.7 %
BASIC	21.9	14.7	20.0 %
GOOD	31.3	41.2	33.3 %
PAY EQUITY SURVEYS	2004	2008	2009
NONE	12.5	20.6	23.3 %
BASIC	43.8	38.2	40.0 %
GOOD	43.8	42.1	36.7 %

frequently), (2) employ multiple layers of analysis, review and accountability for pay decisions and patterns, and (3) provide managers coaching, communications tools and decision tools at all points in their pay decision-making. "Good" employers continually improve pay equity procedures and accountability. This year, 37% of cable employers earned a "good" grade for their pay equity procedures.

An interesting correlation was noted in the 2009 WICT PAR Initiative between women represented in management and

¹ *Keeping the People who Keep You in Business: 24 Ways to Hang on to Your Most Valuable Talent.* By F. Leigh Branham (AMACOM; October 2000)

company pay survey score. With only a few exceptions, companies that achieved higher marks on their pay survey typically had higher proportions of women in management.

SCRIPPS NETWORKS

Traditionally, the accepted standard for pay equity has been equal pay for equal work. With its Talent Framework project, Scripps Networks is evolving pay equity practices to address the business reality that trends away from rigid job descriptions in exchange for equitable pay based on similar skill level and responsibility.

This strategy is based on compensation policies that assign job and pay classifications after a careful determination of the functional similarities, underlying characteristics and levels of accountability for results rather than solely on hierarchical placement.

THE NEW BASIC

Cable's commitment to pay equity continually raises the bar on PAR's definition of "Basic" policies and surveys.

This long-term effort is in sync with emerging pay equity legislation and case law, say Scripps executives. Many employers compare pay levels among employees with identical titles and responsibilities, yet current trends indicate that a more accurate

comparison evaluates titles with similar responsibilities, qualifications and functional requirements. Scripps' Talent Framework project is designed to provide snapshots of equitable pay at any given point, across titles and departments, and to provide historical context. This organic structure also reflects the evolution of career paths and career growth at Scripps.

Scripps used a surprisingly low-tech tool to establish similar job clusters: Post-it notes. Armed with yellow post-it notes bearing employees' names, managers grouped employees by functional clusters. This exercise allowed easy recognition of the patterns that emerged and fostered trust among managers and human resources staff as consensus on compensation decisions was reached.

Scripps Networks leverages industry and professional compensation data to benchmark internal salary levels and consistent with other pay equity innovators, conducts quarterly internal pay equity audits. Scripps keeps employees informed with a minimum annual summary of their compensation, including merit raises and bonuses, contextualized with Scripps' compensation policies, practices and priorities.

TURNER BROADCASTING SYSTEMS, INC.

Compensation decisions can be extremely challenging for managers. By frequently talking these decisions through, Turner is successfully addressing one of the concerns most managers share: fear of making the wrong decision. Turner's HR staff coaches managers through the pay decision-making process at least three times each year, during annual reviews, budgeting and succession planning.



Each coaching session begins with a discussion about the assumptions and rationale for the manager's proposed salary adjustments and their alignment with the current departmental pay equity analysis. With the focus on performance, the coach guides each manager through an analysis of the perceived and actual justification for each adjustment.

Turner's fundamental goal is to retain the strongest performers with the greatest long-term potential. Analyzing pay equity in the context of leadership potential and succession planning creates a powerful opportunity to strategically examine patterns of promotions and pay. Turner combines pay transparency and consistent, nonjudgmental coaching with stringent metrics, ensuring compensation decisions are aligned with the company's philosophy.

Pay discussions get easier each time, which is why Turner concentrates on having them frequently. Several coaching cycles may be required for managers' executions to shift and for all pay inequities to be reversed, but Turner has found that the process itself is part of the goal. Managers who master the company's pay philosophy intuitively begin coaching others.

DISCOVERY COMMUNICATIONS

Discovery Communications takes a dynamic approach to compensation reviews by leveraging market conditions, including current compensation benchmarks and hiring trends, as well as internal business metrics, such as shifting job responsibilities and individual performance.

Discovery's compensation team annually generates a report specifically on gender pay equity for analysis. In addition, Discovery is steadily increasing its benchmarking against market norms, ensuring that women who take advantage of its heralded work/life programs do not start to lag behind market levels if they choose to grow in place.

Discovery draws on a battery of external metrics to regularly benchmark its compensation packages, however, one of its most powerful tools to ensure salary decisions are aligned to Discovery's corporate pay policies is individual coaching for managers. Discovery provides a "compensation basics" training program that guides managers through their compensation decisions.

THE COMPETITIVE ADVANTAGE OF PAR

What is the competitive advantage gained from consistent participation in WICT's PAR Initiative? Here's what one medium-sized cable operator said:

"PAR sensitized us to the issues. It forces us as an organization to look at the numbers. Not using PAR makes you even more unprepared. You can't possibly be prepared to address the law of the land by sticking your head in the sand."

COX COMMUNICATIONS, INC.

Cox Communications joins the other 2009 Pay Equity frontrunners in tying pay equity to long-term succession and career planning. Its career framework approach integrates multiple considerations into pay equity analysis and decisions, including developmental lateral moves and technical accomplishments.

Cox utilizes pay equity analysis in the process of hiring to ensure that new employee salaries are aligned with the existing career framework and benchmarks. Proposed base pay and bonuses are evaluated and monitored for equity, ensuring new-hire compensation offers are not inadvertently inequitable when compared to the salaries of current Cox employees.

The company's continually evolving compensation practices stem from its best-in-class pay equity policy, which states in part, "Equity in pay is critical to the realization of overall equity in employment. Any employee who Cox Communications determines is unjustifiably paid less than similarly-situated co-worker or is paid less than warranted by the job grade, is eligible for a pay adjustment [which entails an opportunity for further examination]."

ESPN

A recessionary year seems an unlikely time to introduce striking innovation in pay practices, yet ESPN broke through this year with multifaceted pipeline, promotion and pay analysis tools that equip managers to see the immediate and long term impact of their decisions. These advanced software programs evaluate a constellation of factors, from performance to merit raises. ESPN staff and managers use the diversity scorecard tool to anticipate where women and people of color are positioned in the pipeline. The pay metrics report shows the corresponding compensation trends. Together, the two reports equip line managers, HR staff and executives to get ahead of emerging trends - both to make course corrections and to concentrate resources where needed.

An essential component of the program is the semi-annual diversity scorecard that reports emerging promotion and pay patterns, companywide. The scorecards reflect representation of women and people of color by department, benchmarked against company metrics. The scorecards incorporate statistical snapshots and color-coded trend lines to reflect variances from managers' set goals. ESPN also analyzes new hires and departures, transitions that can be early indicators of significant statistical shifts.

The pay metrics reports illustrate the cumulative effect of individual compensation decisions and have proven to be an eye-opener for department managers. The result has been more productive coaching sessions about equitable pay and significantly more consistent application of the company's pay equity policy.

ADVANCEMENT OPPORTUNITIES

MENTORING PROGRAMS GAINED MOMENTUM AT CABLE COMPANIES THIS YEAR as employers formalized ad-hoc programs and continued to evolve creative forms of this widely attended advancement program. Lateral rotation programs took hold, redefining career progression beyond traditional upward mobility models, especially at Multiple System Operators. Rotations onto digital teams increased overall to 35.5%. When this question was first asked, 9.4% of WICT PAR respondents reported that they offer rotations into digital advertising positions. As companies added more types of lateral rotations, the emphasis solely on operating positions slipped slightly, to 29%, from last year's 33.3%.

BEST PRACTICES

- Career Lattices & "Growing in Place"
- All managers overseeing technology
- New models for developing middle managers

BEST COMPANIES

 Scripps Networks








A Time Warner Company

Again this year, Operators seized the lead with breakthroughs in critical advancement metrics. Leadership training for high-ranking women continues to be provided across 100% of 2009 WICT PAR Operator participants. The essential retention tool of career planning for mid-level women continued its steady growth to nearly 82%. The percent of Operators offering women rotations into operations positions saw a slight decrease to 45.5%, but still more than doubles the 20% of Programmers offering the identical opportunity.

OPERATOR ADVANCEMENT IMPROVEMENTS

Operators firmly established their commitment to leadership training for high-ranking women in 2008 with 100% participation, and in 2009 Operators focused on entry-level women, restoring the level to 81.8%, as it had been in 2007. Leadership training for mid-level women experienced a slight decline, yet still exceeded 90%.

2009 saw impressive gains in financial training for non-financial managers, with nearly 64% of 2009 WICT PAR Operator participants offering this development opportunity, a 25 percentage point increase from 2008. The importance of this training cannot be over-emphasized as it is frequently reported by Operators to represent a turning point, enabling many female employees to move from staff to operating positions.

There were a few noteworthy declines in advancement opportunities at Operators. Career planning for women in IT eroded significantly, nearly 7 percentage points to 54.5 percent. Participation in external women's development programs saw a similar decline, yet results this year reflect major five year gains across nearly all PAR advancement metrics.

PROGRAMMER ADVANCEMENT IMPROVEMENTS

The momentum reported on the Operator side was not matched with participating PAR Programmers. Leadership training for high-ranking women, women at mid-level and entry level all noted declines. A startling 26.7 percentage point decline in participation in external women's development programs brought Programmers to the lowest recorded participation level of 40.0%.

While formal, company-wide mentoring programs remained flat in 2009 at 46.7%, informal mentoring programs dropped a staggering 20 percentage points, bringing that metric to the levels recorded five years ago. The gains reported last year by Programmers to rotate into operating positions were eradicated by the 2009 decline, to 20%. Rotations into digital or new media project or launch teams, however, increased by 6.7 percentage points in 2009. See charts on page 24.



In 2009 64% of PAR Operators offer financial training for non-financial managers.

OPERATOR IMPROVEMENTS/PROGRAMMER IMPROVEMENTS

OPERATOR IMPROVEMENTS	2004	2008	2009
LEADERSHIP TRAINING FOR HIGH-RANKING WOMEN	75.0	100.0	100.0 %
LEADERSHIP TRAINING FOR ENTRY-LEVEL WOMEN	66.7	69.2	81.8 %
FINANCIAL TRAINING FOR NON-FINANCIAL MANAGERS	50.0	38.5	63.6 %
ROTATIONS INTO OPERATING POSITIONS	33.3	46.2	45.5 %
PROGRAMMER IMPROVEMENTS	2004	2008	2009
ROTATIONS INTO DIGITAL OR NEW MEDIA LAUNCH TEAMS	*	20.0	26.7 %
COMPANY-WIDE FORMAL MENTORING	44.4	46.7	46.7 %
FINANCIAL TRAINING FOR CAREER PLANNING	50.0	53.3	53.3 %
ROTATION: AD SALES POSITIONS	**	26.7	26.7 %

* Data not captured until 2008 ** Data not captured until 2007

SCRIPPS NETWORKS

With four of its five networks targeting women viewers 18-49 and 25-54, it might appear that Scripps Networks' strategy to advance women is effortless. Nevertheless, Scripps has persistently recalibrated its talent management programs to increase the proportion of women and Women of Color, in nontraditional roles. Their focus on repositioning women to expand operational responsibility has placed Scripps as the Advancement leader in the 2009 WICT PAR Initiative.

In a period of economic turmoil and unclear career paths, Scripps has deployed one of the most effective, yet underused techniques to retain top female talent: one-on-one communication. Engaging top female performers in candid, ongoing discussions about their ambitions and opportunities is a compelling retention tool, one that has also been effectively used by 2009 PAR Best Companies Discovery Communications, Turner Broadcasting Inc. and several other PAR Best Companies from prior years.

"Growing in Place" is a development trend born out of today's workplace of multigenerational talent pools and interconnecting functional duties. Scripps' organic approach continually redefines the scope of responsibilities for each high-potential female designee. Developing new skills, enhancing brands and leading oversight of technology projects are the experiences that position Scripps female employees for leadership positions.

Advancing a position through 'stretch' assignments allows high potential employees to add diversified tools to their toolbox, even when a more senior position is available. This flexibility also includes location, whether employees are based in Knoxville, or a media hub. "Growing in Place" allows Scripps to retain top performers who might otherwise consider leaving because of title or geographic limitations.

As Scripps expands in the interactive, multiplatform and international arenas, its strategies that support the advancement of women provide a solid foundation for the talent infrastructure required to deliver interlocking content, platforms, divisions and networks.

COX COMMUNICATIONS, INC.

Numbers matter in this economic cycle as never before, and Cox monitors its development program's metrics as closely as its financials. For example, Cox reports that women comprise 32% of the participants in its "Executive Foundation" program. Cox also tracks promotions on a quarterly basis to ensure that female and other diverse candidates are equitably represented in promotions.

The "Drive Results: Finance Matters" course for non-financial managers equips Cox managers to take responsibility for financial metrics. In this one day business finance session, participants become conversant in concepts such as the lifetime value of customers and learn how their decisions affect the company's overall

financial performance. Women comprise 39% of the 1,500 managers who have taken the course since its inception in 2007.

Though mentoring is sometimes associated with the managerial level and higher, Cox understands the value of developing female employees in every department and at every level. From installers to upper-middle managers, mentoring is integrated into the overall career development strategy. Cox views female employees as particularly receptive to mentoring opportunities because it offers a structured approach to network building. In 2009, Cox women represented 40% of the company's mentees.

From self paced learning to multi-generational programs, Cox has developed a number of thriving mentoring techniques. The web-based course, "Introduction to Mentoring," provides an easily accessible tutorial that establishes a common understanding of the goals for a mentoring relationship and illustrates successful results of formal and informal mentoring.

In Oklahoma, Cox is pioneering a 12-month mentoring model designed to connect multi-generational mentors and mentees. Seasoned leaders obtain fresh perspectives and newer employees gain institutional understanding. This approach appeals strongly to millennial talent, who often value direct access to senior leaders.

Cox mentoring programs call for mentees to self-nominate and secure manager approval for acceptance into the program. In Cox call centers, employees are required to mentor others as an initial step of leadership development.

COMCAST CABLE

Comcast's persistent commitment to preparing high-potential female employees for future leadership roles is resulting in a consistent, annual increase in the proportion of women executives in its key leadership development programs.

Women represent 64% of the participants in Comcast's "Fundamentals of Leadership" program, which focuses on creating bench-strength at the senior manager and director levels. 53% of the participants in Comcast's "Emerging Leaders" program, a mentoring program targeted to high-potential employees in director-level and above positions, were women. Additionally, the "Executive Leadership Forum," which grooms high-potential leaders for operational roles throughout Comcast, is made up of 32% of women.

Comcast reviews its Diversity status quarterly, which ensures that new hires, promotions and departures are analyzed for their

GROWING IN PLACE

Many PAR companies are offering opportunities to “Growing in Place,” allowing employees to explore different areas of the company and add more diversified tools to their toolbox.

cumulative impact to the company’s diverse representation. It also holds each region and division accountable to Comcast’s corporate diversity commitment. This frequent review also allows Comcast to analyze results of two highly innovative programs that blend business metrics with coaching on topics of particular interest to women, such as enhancing personal communications and leadership style.

Comcast’s recent programming and digital acquisitions have significantly boosted their ranks of women with operational experience and provided fresh opportunities for mentoring and cross-functional development within those groups. This 2009 Best Company for Women in Advancement Opportunities effectively leverages female talent with some of the biggest cable businesses in the country headed by women under the Comcast umbrella.

BRIGHT HOUSE NETWORKS

Bright House Networks remained on course this year with its diversity strategies to create and cultivate an inclusive workplace of originality, creativity and pluralistic perspectives for all employees. Bright House recognizes the business impact of an employee base that is directly reflective of the markets they serve.

The Company’s Leadership Development Program, currently

comprised of three women (two of whom are minorities) is designed to strengthen internal bench strength with employees who participate in rotations through every facet of cable, high speed data and phone functions. This comprehensive program (from installation, technical and customers service, marketing, finance, public affairs, new media and sales) prepares Leadership Associates to be well-rounded future managers.

A cornerstone of this strategy is Bright House’s insistence that job candidate slates include women and Women of Color. The impact of this strategy is reflected in its performance above the Operator averages in the 2009 WICT PAR Initiative whereby women represented 31% of Bright House IT project managers, compared to the 2009 Operator average of 22.5% and 3.6% of Bright House installers, compared to the 2009 Operator average of 2.8%.

Now entering its fifth year, the Bright House Women’s Leadership Circle gain extensive exposure to new functional areas, senior management mentors and exposure to senior operations executives, resulting in expansion of operational competencies and prepare them for future leadership opportunities.

Drawing from across the company with an emphasis on the technology sector, Bright House has not wavered in its financial commitment to this program despite the challenging economic climate. Since the program’s inception, seven of the thirty-nine participants have been promoted.

Bright House continues to foster alliances with local and national organizations that support their efforts to recruit women, attract other diverse candidates and promote diversity in the communities they serve.

TURNER BROADCASTING SYSTEM, INC.

WICT continues to track the impact of Turner’s innovative program, “KEYS” (Knowledge Energizing Your Success), an internal business plan competition. Managed by “Turner Women Today,” an internal network formed to collaborate with women to achieve their full career potential and grow Turner’s competitive edge, this program effectively connects employees across divisions and establishes an enterprise-wide understanding of Turner’s business drivers and requirements for launching a new line of business.

Now Turner has turned its attention to building a talent pipeline of rising technology managers. The “Technology, Strategy & Operations Rotational Program” (TS&O) draws mid-level

technology managers into ‘stretch’ operating positions that incorporate mentoring, coaching and advanced business finance and metrics classes. Turner’s long-term strategy is to prepare a generation of leaders who seize new tech-driven market opportunities.

Where KEYS fosters entrepreneurial drive from all areas of Turner, TS&O prepares mid-level technology managers to learn new approaches to diagnose and solve technical problems, often in ambiguous circumstances. Navigating unfamiliar territory while working through entwined business and technical problems requires different skills than the linear process of leading a single project from start to finish.

The financial commitment for TS&O is significant, but survived the 2009 budget process unscathed. To anticipate emerging international operations, TS&O rotates North American-based managers to overseas posts and vice versa. Its compelling business case pivots on the value of capturing the innovation and improvements crafted from new approaches and cultural perspectives derived during the rotation.



RESOURCES FOR WORK/LIFE SUPPORT

FLEXIBLE WORK ARRANGEMENTS are one of the three most effective work/life benefits, especially during a recession, and telecommuting is the most effective work/life benefit for high-potential employees.¹ This year, flextime dropped by 4 percentage points as a resource offered by WICT PAR employers than in 2008, this highly effective work/life tool is available at 83.9% of surveyed employers, the second-highest rate in PAR's seven year history. Telecommuting increased 4 percentage points to 67.7%, having gained 50% participation since 2006 due to rising commuting costs, evolving technology and more productive virtual work tools.

BEST PRACTICES

- ▶ Virtual work rapidly evolving at call centers
- ▶ Wellness gaining traction, especially on-site services

BEST COMPANIES



Nearly 40% of adults working past age 62 delayed their retirement due to the recession, and 60% of workers aged 50 to 61 believe they will have to delay their retirement date due to the economic impact of the downturn.² This trend has brought new urgency to slowly developing retirement transition programs, which lifted to 29% of WICT PAR employers, up from 24.3% in 2008.

WICT PAR employers also shifted their wellness focus from on-site fitness facilities and classes (which dropped to 54.8% from 66.7% in 2008) to on-site health maintenance services (which rebounded to 38.4%, the 2007 level and from 42.4% in 2008). This is in line with employers' mission to foster everyday health, as measured by biometrics, management of chronic conditions and healthy habits. This may reflect a trend toward a more holistic definition of employee wellness.

Employers that protected back-up child care, after school care and related dependent care programs continue to report direct productivity benefits from them. However, WICT PAR employers offering these programs declined by significant margins in 2009.

COX COMMUNICATIONS, INC.

Cox Communications recognizes that flex work and telecommuting can be customized as powerful tools for customer service execution. One Cox system strategically employs telecommuting to fine-tune scheduling; ensuring peak hours are fully supported. Another system has extended teleworking and teleconferencing opportunities to create virtual meeting environments for distance workers across its rural region.

The rapid adoption of flex work programs at the Cox corporate office and across its systems was enabled by the comprehensive policy Cox crafted to ensure the program's success. By requiring that employees meet eligibility standards for participation and training its managers to communicate the flex work policies to employees, Cox continues to receive national accolades for these flexible virtual work solutions.

Cox is one of several leading cable employers crafting new modes of retirement transition to address the deferred retirement trends in the current economy. Employees can choose to delay retirement or exercise other options that include shifting to part-time employment status, focusing on mentoring their replacements and transferring institutional knowledge.

40.0%

Nearly 40% of adults working past age 62 delayed their retirement due to the recession, and 60% of workers aged 50 to 61 believe they will have to delay their retirement date due to the economic impact of the downturn.

¹ *Corporate Executive Board, 2009* <http://www.executiveboard.com>

² *"Recession Turns a Graying Office Grayer," Pew Social & Demographic Trends, Pew Research, September 2009*

Another point on the flexibility spectrum available to Cox employees is returning to work after a prolonged illness. Cox's Greater Louisiana system offers an optional full time or part time "phased" return with skills training.

DISCOVERY COMMUNICATIONS

Discovery Communications' internal analysis finds that work/life resources become more important as employees continue to work at the company. Employees are attracted to this perennial PAR Initiative winner because of its renowned programs, and value the programs even when their own uses of them change. Of those who've used Discovery's "LifeWorks" programs, 75% report that the programs have enabled them to increase their own productivity and work effectiveness.

As it expands internationally, Discovery promotes work/life cultural exchanges with in various regions around the globe where the company operates. For instance, Discovery is collaborating with authorities in Singapore to build model work/life and wellness components in a new facility there, partly for the benefit of its own employees and partly to demonstrate the value of work/life programs to its international neighbors.

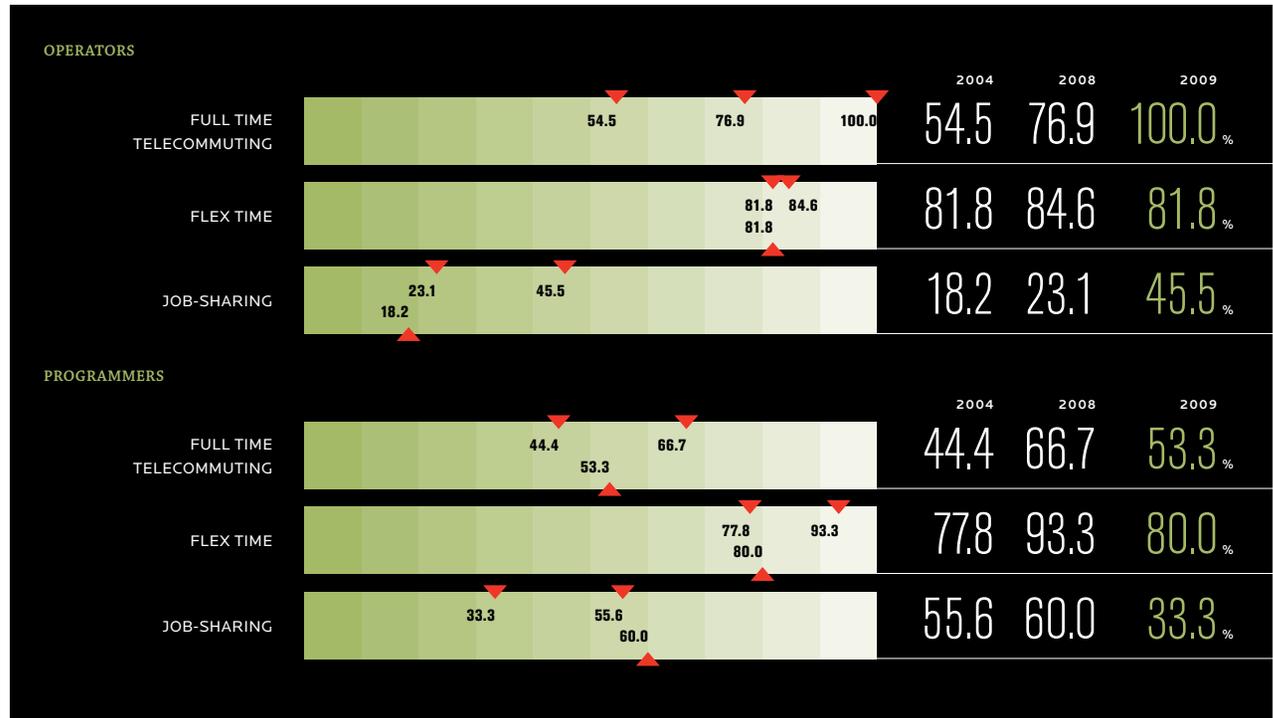
An overwhelming 85% of Discovery employees working in their global headquarters' use the onsite Wellness center and the company recently added prescription delivery service and prepared meal deliveries. In 2009, Discovery opened a second center for New York staff, and a center for Miami-based employees will open in 2010. These centers are scaled and customized to serve the populations of those offices. For example the New York center offers business-hour access to a nurse practitioner. At the company's headquarters, ergonomic and nutritional consultations as well as life coaching were recently added.

The Discovery Kids and Crieke Cove onsite childcare center is reported to be a deciding factor in the recruitment of candidates with young children. Managed by Bright Horizons, its reputation elevates Discovery to the top of the discussion agenda when recruiters talk with candidates.

TURNER BROADCASTING SYSTEM, INC.

The most relevant work/life innovations are often pioneered by those most interested in utilizing them, and tapping into unique employee needs can create solutions for multiple constituents.

RESOURCES FOR WORK/LIFE SUPPORT POLICIES



A group of Turner employees who are parents of children with autism frequently met informally to share solutions to productivity-sapping conflicts. As a result, Turner realized an opportunity to support this group and introduced its Autism Advocate Program this year.

The lauded program connects parents with a licensed autism specialist who can coach parents on how to arrange a balanced mix of social and educational services for their children. Turner also expanded its family medical benefit to provide up to \$30,000 annually for coverage of autism treatment. Parents seeking developmental information can contact registered nurses to discuss questions and concerns.

Back-up dependent care, a safety net for days when regular dependent care arrangements fall through, was used by 165 Turner employees in 2008, accounting for 5,142 hours of care, those hours spent at work rather than scrambling to cope with the unexpected.

Back-up care supplements regular dependent care arrangements and provides Turner employees a time-saving alternative.

This year, Turner also augmented the work/life resources offered to employees, with a new on-site health and wellness center that focuses on preventive care.

NBC UNIVERSAL

NBC Universal (NBCU) is becoming a perennial PAR Best Company in the Resources for Work/Life category. For the fourth consecutive year, NBCU is recognized for meeting the challenge employees face managing professional and personal responsibilities by offering a menu of successful work/life programs.

NBCU leverages the benefits of career lateral development efforts with its informal program, "Side Step." By maintaining an in-house database of volunteer options, it strategically connects

67.7%

In 2009 67.7% of PAR companies offer telecommuting options, leveraging evolving technology and more productive work tools.

employees with opportunities that complement the skills they are honing at NBCU. This adds breadth and depth to a participant's toolbox without requiring a career move and aligns well with the Millennial generation's focus on social responsibility.

In addition to providing traditional maternity leave, NBCU addresses the needs of new-parent employees by providing two additional weeks of paid leave, at full salary, to bond with their newborn child(ren).

NBCU leverages tuition reimbursement as a powerful tool in its arsenal for recruitment and retention. When offered to new hires who are recently out of high school or college, this human capital investment can significantly decrease turnover while increasing the value of employees' skills and knowledge. Even part-time NBCU employees can receive up to \$5,000 in tuition reimbursement. Full-time employees have no cap to their reimbursement benefits.

NBCU continues to benefit from General Electric's ever-expanding training opportunities for managers, including developing them to maximize the effectiveness of work/life policies. From retention to productivity, managers are coached to guide employees to the work/life programs that best fit their needs.

TIME WARNER CABLE

Time Warner Cable continues to enhance the media sales job sharing program, allowing two or more employees to share a single full-time job, creating increased flexibility while maintaining the benefits and salary on a prorated basis. Although the concept is simple in principle, execution can be complex. Nevertheless, Time Warner Cable's successful experience with this program in some organizations in the Northeast Region has resulted in increased productivity, reduced turnover and retention of valued employees. For example, two of TWC's Media Sales employees forged a job share a decade ago, when both were mothers of young children. Each continues to work three days a week, overlapping on Wednesdays. They've not only become one of the most productive teams, but have tackled operational rotations as well. They serve as a model for job share success in Time Warner Cable's program.

Time Warner Cable continues to offer core work/life benefits proven to support productivity. TWC's regional women's networks regularly tackle work/life issues, consulting with local experts and utilizing relevant resources.

Currently, 15% of its employees in the New York region are enrolled in its back-up dependent care program, each granted up to 60 hours of care annually. Home care is available for both minor and elderly dependents. This translates into an effective solution that can meet the needs of multiple generations, including those who care for both children and dependent parents simultaneously.



WOMEN OF COLOR

THIS YEAR, THERE WERE FIVE WICT PAR INITIATIVE CATEGORIES that resulted in the highest reported proportion of Women of Color among industry employees. Those categories were Women of Color as a proportion of all cable industry employees (15.6%), of entry level employees (20.8%), of Corporate/Headquarter Technology Employees (11.0%), of Business to Business customer and technical support staff (16.8%) and of Operator Call Center Managers (26.2%). The proportion of women in all industry employees declined in 2009 to 35.7%, the lowest recorded level. Nevertheless, Women of Color now account for 15.6% of all industry employees, reflecting growth in each of the seven years of the PAR Initiative and, for the second consecutive year, an increase in all three categories of cable employers: Operators, Programmers and Others.

TOP TRENDS

- ▶ More Women of Color are entering industry
- ▶ More Women of Color are represented in technology roles
- ▶ Women of Color growing representation in Operators' Business to Business sales

Nearly 21% of all entry-level employees in the cable industry are Women of Color, and those women represent 51.2% of all entry-level women, which indicates the tactics industry companies have employed to recruit and retain more women of color at the beginning of the pipeline have been effective. However, in 2009, the proportion of Women of Color in management roles is 10.7%, a 0.31 percentage point decrease from 2008's 11.04%, compared to 35.5% of Woman Managers overall.

Women of Color comprise 11.0% of corporate headquarter technology employees, a number that has grown since the WICT's PAR Initiative first measured this at 7.7% in 2004.

Women of Color are making great strides in the fast growing category of Operators' business to business sales. Their presence doubled since the 2008 PAR cycle, now standing at

16.8%, a 5.7 percentage point increase from last year. Women of Color are now 33.6% of all consumer-facing call center employees and 26.2% of all call center Managers.

Women of Color comprise 33.6% of all Operator Call Center employees and this represents a statistically significant 4.7 percentage point increase over the 2008 level of 28.9%. Women of Color hold 26.2% of all Operator Call Center Manager roles, a nearly 5 percentage point increase over 2008, whereas women represented 56.2% of call center managers.

While the proportion of senior executives who are Women of Color is flat, at 4.5%, that still represents a 30 percentage point gain from the inception of the PAR Initiative.

WOMEN OF COLOR

HIGHEST REPORTED REPRESENTATION FOR WOMEN OF COLOR

		2004	2008	2009
EMPLOYEES	13.4 15.0	13.4	15.0	15.6 %
ENTRY LEVEL EMPLOYEES	16.4 19.9	16.4	19.9	20.8 %
CORPORATE/HQ TECHNOLOGY EMPLOYEES	7.5 8.7	7.5	8.7	11.0 %
BUSINESS TO BUSINESS CUSTOMER AND TECHNICAL SUPPORT STAFF	11.1 16.8	*	11.1	16.8 %
CALL CENTER MANAGERS (OPERATORS ONLY)	21.3 23.5	23.5	21.3	26.2 %

WOMEN OF COLOR AS A PROPORTION OF ALL EMPLOYEES & MANAGERS

	2004	2008	2009
EMPLOYEES	13.4	15.0	15.6 %
MANAGERS	8.5	11.0	10.7 %
MIDDLE MANAGERS	5.6	6.7	7.0 %
SENIOR EXECUTIVES	3.4	4.6	4.5 %

* Data not captured until 2008

WOMEN IN OPERATOR CALL CENTERS

CABLE OPERATORS REPORT THAT WOMEN represent 44.3% of business-to-business operations staff, up from 36.4% just a year ago. Women of Color now represent 16.8% of enterprise sales and service staff, reflecting a similar increase from 11.1% during the 2008 PAR Initiative cycle. The significance of these statistics reflects growing opportunities for women in a segment estimated to have a considerable revenue impact on cable financials. Commercial services are projected to rise from today's 4%¹ to 10% of total cable revenue in 2013. Even the industry's largest Operator, Comcast Cable, projects a third of operating cash flow growth to be generated from commercial services in the next two to three years, potentially reaching \$2.5 billion by 2012.² Women are an important part of this success.

TOP TRENDS

- ▶ More women in Business to Business sales & support staff
- ▶ Women of Color employed in more roles in Business to Business sales & support staff
- ▶ All Operators offer full-time telecommuting options
- ▶ Operator virtual work programs illustrate how cable technology equips businesses to customize virtual work solutions

Comcast is increasing the proportion of women in enterprise sales. Several years ago, Comcast recognized that the makeup of this fast growing division was overwhelmingly made up of Caucasian men and shifted its strategies by facilitating a concerted effort to recruit and transfer women and people of color into enterprise sales. As a result, the enterprise sale division is more diverse and women are rapidly gaining in its operation.

The 2008 PAR Initiative Executive Report described system-wide breakthroughs in Operators' telecommuting programs based on 2007 virtual work solutions piloted in regional offices, particularly in call centers. In 2009, Operators of all sizes increased telecommuting efforts, possibly driven by the cost savings derived from virtual work scenarios.

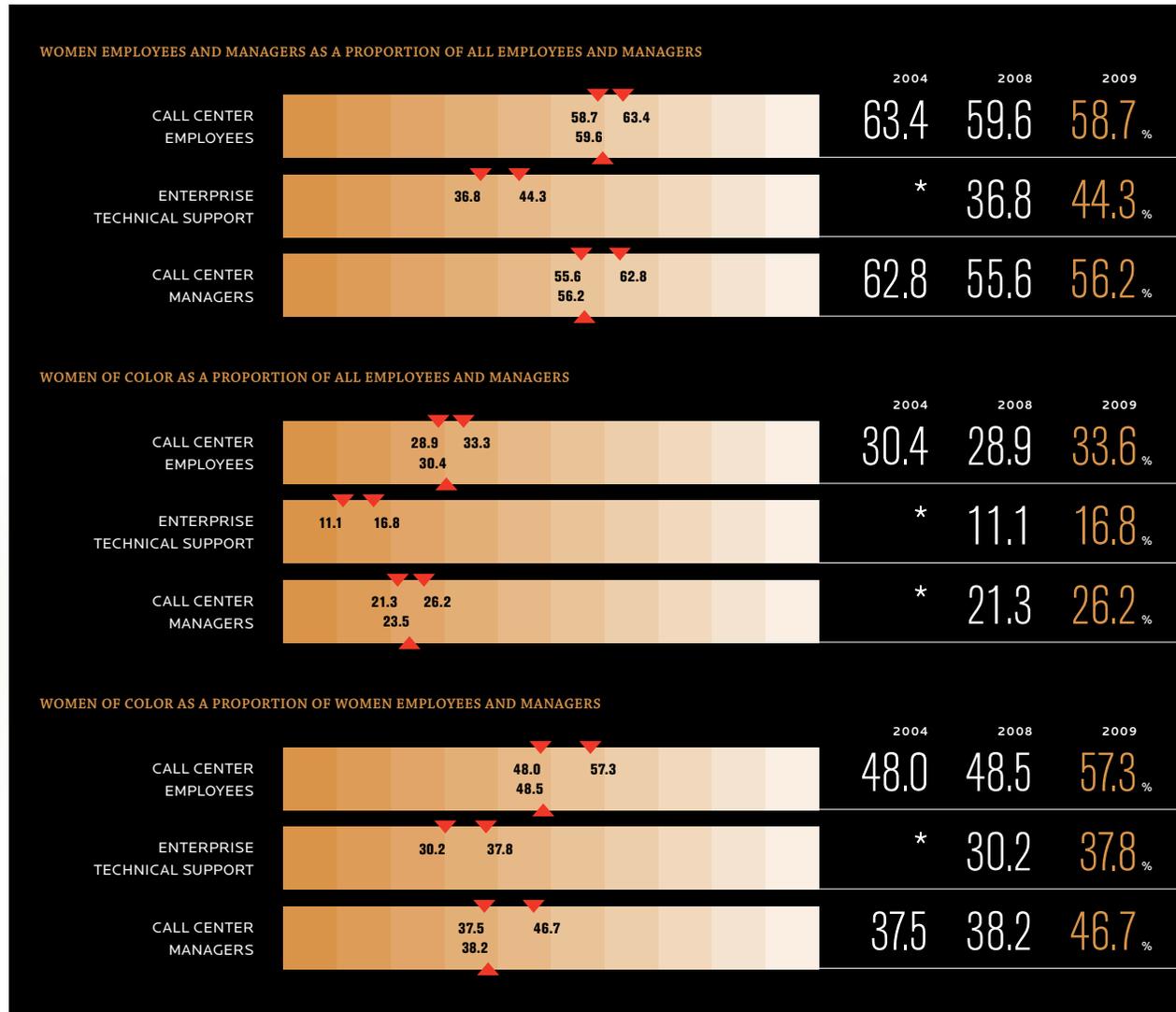
Cox Communications Inc. has measured multiple areas of savings resulting from teleworking at its Phoenix, Arizona call center. Attrition rates for teleworkers is substantially lower (less than 5%) than for on-site billing and technical support Customer service representatives (CSRs) (over 40%), resulting in a cost reduction in training and recruitment expenses due to the need to hire fewer employees. An estimated \$4,700 per employee is saved in one-time facility costs because Cox doesn't provide computers, desks, and other workspace essentials, for teleworkers. Employee recruitment can also extend beyond a traditional close proximity to the main facility. Cox has enjoyed a reduced dependency on billing and technical support outsourcing (i.e., reduced billing outsourcing from 86% of total calls to 30%) and there is a

¹ *Pike & Fischer*

² Comcast at Bank of America – Merrill Lynch Securities Media, Communications & Entertainment Conference 9/9/09



WOMEN IN OPERATOR CALL CENTERS



* Data not captured until 2008

clear benefit to the local environment with less traffic combustion on the roads and better air quality at peak commute times.

Among the virtual work best practices emerging this year, is Cox's "Home Start" program. The program enables call center employees to manage a partial shift, remotely, during early morning hours, allowing workers to avoid rush hour delays. A similar experiment is underway in Time Warner Cable's Carolinas region.

Another call center best practice at Time Warner is in the area of succession planning for their Midwest region. Call center leaders are asked to identify top performers whom they then transition into lead positions. Subsequently, those in lead roles transition into supervisory positions. Time Warner also recognizes the relevance of regional women's networks to call center employees, and fully supports broad participation.

Finally, as Comcast continues to expand its virtual work program, regional administrators are encouraged to craft solutions that are customized to meet local objectives. These practices allow Operators to illustrate how cable technology equips businesses with the flexibility to develop virtual work solutions to fit their economic and workforce needs.



WOMEN IN TECHNOLOGY

IT IS ESTIMATED THAT WOMEN constitute 15% to 25% of technical professionals in the U.S.¹, and in the cable industry, women comprise 22.4% of all cable technology employees. This represents a substantial 7.3 percentage point increase from 2008 levels of 15.1%. As digital and mobile media drive revenue and subscriber growth, responsibility for these emerging platforms is being distributed to departmental managers. Oversight of technology management is evolving into a core skill set for cable industry leaders across multiple functionalities. Cross-training brand, department and line managers, for instance, to oversee technology strategy, acquisitions and negotiations, is a trend identified at several 2009 WICT PAR Best Companies (Scripps Networks, Discovery Communications, Turner Broadcasting System, Inc., Time Warner Cable, Bright House Networks and other cable employers.)

TOP TRENDS

- ▶ Responsibility for technology distributed among line managers
- ▶ More women in technology at Operators
- ▶ Women engineers/project directors gained at Operators

Hiring technical employees for digital staff did not slow down this year. The proportion of women in digital media essentially remained stable at 36.1%, however, women continued to lead this category at several companies. 58% of the Scripps digital media staff are women and Lifetime Networks, for example, is forging a new business development model that recruits bloggers, and their blogs, into the corporate fold and mentors them in digital brand management.

Women represent 22.5% of IT project managers and engineers at Operators. At Programmers, women represent 33.3%. Traditionally, this category attracts fewer female candidates, but a small number of industry employers reported high representation of women in that category.

Collaborations with local technology schools, high schools and state funded economic development programs have been effective strategies to recruit women into nontraditional roles, such as field technicians. Cox Communications Inc., for instance, works with the Del Webb School of Construction women's program in Tempe, Arizona and Time Warner partners with high schools in Maine to recruit women installers. The newly recruited installers meet quarterly, are mentored by other women in the company and are encouraged to attend WICT events. One recruited installer has even returned to high school events to recruit at-risk girls into the program— just as she had been.

Time Warner and Bright House have emerged, in 2009, as innovators for women in technology. Time Warner hosts companywide "Women in Technology" affinity groups, and in the Carolina Region, the groups are managed by employees and sponsored by a senior team member from each system. These

groups meet with both internal and external leaders on topics geared toward advancing their careers in technology.

Bright House weaves technology management into its "Women's Leadership Circle" and into individual employee career plans. The company recruits women into technology management roles, from technical and non-technical departments alike. Through lateral assignments and promotions, Bright House ensures that female employees attain experience leading integrated teams of engineers and product managers.

WOMEN IN OPERATOR CALL CENTERS

WOMEN IN TECHNOLOGY	2004	2008	2009
TECHNOLOGY EMPLOYEES	*	15.1	22.4 %
CORPORATE/HQ TECHNOLOGY EMPLOYEES		30.4	24.7 27.8 %
NEW MEDIA EMPLOYEES	*	36.8	36.1 %
ENTERPRISE TECHNICAL SUPPORT MEDIA EMPLOYEES	*	36.8	44.3 %
ENGINEERS/PROJECT DIRECTORS	*	27.9	19.4 %

¹ *Women in IT: Success and Struggle*. PC World Magazine, August 20, 2009

* Data not captured until 2008



CONCLUSION

THE 2009 WICT PAR INITIATIVE BEST COMPANIES continue to drive the innovative policies and practices that attract top talent, grow that talent to reach its full capacity as leaders and retain those leaders to make immeasurable contributions to the cable telecommunications industry. Despite the challenges of a difficult economy, these companies persistently press the bar higher on the establishment and facilitation of best in class pay practices, setting new standards for equitable compensation policies.

The number of women in the industry is 3 percentage points less than when WICT launched the PAR initiative seven years ago. Nevertheless, the industry has seized opportunities in emerging businesses, such as new media and business-to-business sales and support, to grow women's careers with the pace of the business. Robust leadership development programs, many of which were first highlighted in the WICT PAR Initiative, now expand women manager roles at Programmers, Operators, and Suppliers alike, fortifying the pipeline with talent poised to drive new business initiatives. New work/life benefits support flexibility, illustrating the philosophy that the quality of the work is far more important than how, when and where the work is accomplished.

WICT PAR participants recognize the essential contributions that female employees make to business and reflect that understanding in their engagement with WICT, participation in PAR and contributions to the industry. These

are the companies that complete the PAR survey each year, analyze how their programs compare to the industry at large, and challenge themselves to develop accountable policies that address deficits and continue to propel the industry forward. WICT is proud to highlight the achievements of these companies and eager to cross-pollinate best practices that others can emulate and tailor to fit their corporate cultures and grow their businesses.

WICT proudly continues to assert its commitment to the cable telecommunications industry to develop women leaders through its PAR Initiative and programming and development opportunities, through national and chapter programs. Through its keen focus and national recognition of the cable telecommunications industry as a leader in equitable employment practices for female employees, WICT remains steadfast in its mission to "develop women leaders who transform our industry."

DEFINITION OF TITLES

Business-to-Business Customer and Technical Support Staff: Technology employees who provide technical design, installation and support to business customers of all sizes.

Board of Directors: A group of individuals elected by stockholders at publicly held companies (or elected by members at some nonprofits) has governance responsibility for the organization.

Call Center/Customer Support Employees: Employees that provide customer support, scheduling and retention at Operator Call Centers.

Call Center Customer Support Managers: Managers of Operator Call Centers that include first level supervisors, such as shift supervisors or team leaders, through Vice Presidents of customer support.

Corporate HQ Technology Employees: Technology professionals who manage corporate technology systems (“legacy systems”) that support key functions such as human resources, sales and accounting, and may also oversee design and testing of new technology-supported services and methods of content distribution.

Customer Contact and Call Centers: Primarily applicable to Operators, this is the customer-facing function that manages billing, installation, cross marketing and other communications directly with customers via telephone, e-mail, Web-based online chat, fax or other technologies.

Entry-Level Employees: Employees in an organization’s starting position that requires little or no experience or that do not require a college education, such as call center workers and field

installers. It may also include recruits directly from college to the company.

First-Line Managers: Employees in the first level of management roles within an organization, such as call-center team leaders or shift supervisors, assistant department heads, and IT team leaders. This category does not include professionals.

Installer Employees: Employees who physically connect customer locations (residence or business) to cable services.

IT Project Management and Product Development: Technical employees who work with marketing and related groups to design, test and launch new platforms for content delivery and new services.

Line-Managers: This category includes managers and professionals who are not senior executives or middle managers. This includes staff professionals, such as CPAs and attorneys, as well as first-line managers.

Management and Supervisory Employees and Professionals: This category includes supervisors at all levels, from entry level managers through senior managers. It also includes professionals, such as attorneys. This category excludes clerical staff or professionals without advanced degrees, such as bookkeepers and paralegals.

Middle Managers: This category includes managers who oversee line-managers, typically department and division heads and general managers, one level below the CEO’s direct reports. In some organizations, regional managers, managers of key departments/divisions and/or professionals are included.

New Media Employees: Technical employees who develop and operate new content delivery platforms and services, including designing customer interfaces and running the technology that supports new businesses, such as Web sites and distributed content platforms. There may be overlap between this category and IT project management and product development.

Parity: The nearly identical proportion an employee segment (such as Women of Color) represents in functional (Women in Technology) or hierarchical roles (Senior Executives) as compared to other functional or hierarchical roles. For example, “The cable industry has achieved parity in the proportion of women employees at 35.7%, almost identical to the proportion of women in management, 35.5%.”

Senior Corporate Officers or Senior Executives: Top level management including senior vice presidents, executive vice presidents, chief financial officers, chief operating officer, chief technology officer and chief executive officer. Also includes chiefs of major operating divisions and regions. Sometimes referred to as the C-level

Technology Employees: This category includes all employees involved in designing, implementing and managing software and hardware. This includes engineers, technicians, trainers, designers, new media and staff who operate corporate software programs and systems.

Women in IT: Information technology staff who manage networks, IT infrastructure, Web functions, databases and other IT functions that support staff tasks and marketing. For Operators, this can include field technical staff, or maintenance and installation staff for customer cable connections and project managers.

PAY EQUITY POLICY DEFINITIONS

No Formal Stand-Alone Policy: The organization mirrors the code of the EEOC with no additional follow-up practices and no ongoing surveys to determine effectiveness or improve conditions unless provoked.

Basic Policy: A generic pay equity policy that typically includes EEOC-required verbiage about equal employment and generally calls for a pay equity survey once each year, but does not benchmark salaries against industry standards nor consistently analyze salaries of women against other factors such as tenure and race. Policies typically do not reflect the unique culture of the organization nor does it require accountability for measurement of the policy’s adoption and consequences.

Good Policy: A pay equity policy framed within the organization’s own language and within the context of its business imperative. Companies with good policies conduct pay equity surveys more frequently than once each year, and as often as quarterly. These surveys benchmark employees’ salaries against the market, analyze pay by other factors, and support proactive efforts to equalize inequities. These policies link pay equity to the company’s business growth goals and generally require accountability for measurement of the policy’s adoption and consequences.

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WICT CELEBRATING 30 YEARS

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METHODOLOGY

WOMEN IN CABLE TELECOMMUNICATIONS' (WICT) independent research partner, Working Mother Media, conducted the PAR Initiative survey through a secure online site and via telephone interviews from April, 2009 through September, 2009. With input from its members and human resources professionals in cable, WICT compiled the list of companies that received the survey. Companies that completed the 2008 survey received customized invitations to again participate. The effort yielded 33 comprehensive responses.

STATUS OF WOMEN AS A DETERMINING FACTOR

It is the philosophy of WICT and Working Mother Media that 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. The “status of women” statistics are a demographic profile of the status of women at all levels of responsibility in a company and in the industry.

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 the same company to receive lower scores on the qualitative P, A, R (Pay equity, Advancement opportunities, and Resources for work/life support) sections. This can result in a company appearing as a Best Programmer or Operator, but not appearing among the top five companies in any of the P, A, R lists.

COLLECTING AND SCORING QUANTITATIVE DATA

The 2009 survey consisted 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.

Working Mother Media compiled, reviewed and verified all data at each stage of collection, analysis and entry into the database. Reported figures are rounded to the nearest tenth of a point.

SCORING QUALITATIVE DATA

The survey solicited responses from participating companies to a wide variety of questions relating to pay policies (P); leadership and advancement opportunities (A); and resources for work/life support (R) to capture the full scope of participant’s cultures, policies and practices that directly affect the upward mobility of women employed by them.

Extensive follow up, via e-mail and telephone interviews, supplemented the submitted information. The e-mail and telephone interviews gathered more in-depth information, particularly regarding components of company culture that are difficult to designate as a “program” or “official” policy in response to a survey question.

Working Mother Media scored qualitative data 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.



ABOUT PAR



ABOUT WICT'S PAR INITIATIVE

Since 2003, WICT's PAR Initiative has measured the status of women employees in the cable industry based on three criteria: Pay Equity, Advancement Opportunities and Resources for Work/Life Support. ¶ WICT's initiative collects data on an annual basis through an official survey of detailed questions. After this rigorous process, all participating companies receive their organization's results, a confidential scorecard that measures their current state against past performance and the industry overall and a private assessment and consultation with WICT's independent research partner, Working Mother Media. ¶ The annual lists of the Best Companies for Women in Cable are derived from PAR Initiative rankings based on practices and programs that create a more equitable, resourceful and thriving work environment. ¶ WICT's PAR Initiative provides the cable telecommunications industry objective benchmarks for a diverse and equitable work environment, and offers a roadmap for identifying and improving inequities. Organizations are encouraged to apply these metrics to such areas as employee retention and recruiting, and to such crucial practices as establishing a pay equity policy.

ABOUT WICT AND WORKING MOTHER MEDIA



WICT CELEBRATING 30 YEARS

ABOUT WICT

For thirty years, Women in Cable Telecommunications (WICT) has partnered with cable and telecommunications leaders to provide leadership programs and services, and create professional advancement opportunities for women. With over 7,800 members, WICT is the oldest and largest professional association serving women in the cable and telecommunications industry. Comcast, Rainbow, Time Warner Cable and Turner Broadcasting System, Inc. are WICT's 2009 Strategic Partners. ¶ WICT serves as a catalyst for industry change through research, development, advocacy and education. Groundbreaking programs such as the PAR Initiative and other WICT research on issues such as work/life balance and the business case for gender diversity have inspired industry wide advancements for women.

ABOUT WORKING MOTHER MEDIA

Working Mother Media, a division of Bonnier Corporation, is a multimedia 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 online media; national, regional and customized conferences and events; a research division; and a membership association for women in business for our corporate partners to forward their messages to their specific target audiences. ¶ 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.

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FOR MORE INFORMATION ON THE PAR INITIATIVE, VISIT WWW.WICTPARINITIATIVE.ORG



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