

Celebrate the Best Companies for Women in Cable



WICT
2008

PAR Initiative Executive Report



The 2008 PAR Initiative

The 2008 PAR Initiative takes place against a backdrop of an unpredictable economy. Historically considered recession-proof, the cable industry faces tight credit markets, uncertain housing forecasts and financial market fluctuations. Yet because of the industry's consistent innovations, subscribers may be less inclined to see cable as discretionary spending.

Advancing women leaders is an economic imperative. Residential video is reaching a saturation point, which means revenue from data, voice and new media products is essential. Women are a key to the growth of these products. VOD orders of female-targeted content have *tripled* in the last 18 months*. Fifty-three percent of American women have broadband access in their home**. Understanding how and why these decisions are made will help determine the health of our industry.

Women understand the consumer experiences of other women. They are positioned to create new ideas, shape products and launch insightful marketing to align with the mindsets that drive women's purchasing behavior. The same innovative spirit that ushered in the triple-play bundle and sticky applications like the DVR must extend to Pay Equity, Advancement Opportunities and Resources for Work/Life Support to attract and retain the talent necessary to compete for the estimated \$12 to \$40 trillion women will control over the next decade.

PAR participants recognize the correlation between competitive practices to develop women leaders and effectively competing for women with the expertise to grow their business and ultimately, the industry. WICT invites you to closely examine the findings and best practices of the 2008 PAR Initiative.

*Rentrack Data **Pew Internet & American Life Project

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Executive Summary

Now in its sixth year, WICT's PAR Initiative continues to showcase positive developments for women in the cable industry as well as uncover opportunities for improvement. This year's initiative saw impressive gains in telecommuting and flexwork, both key benefits for attracting and retaining women in cable. Pay equity programs moved forward, as did leadership programs for women at most levels. The overall number of women in the industry increased slightly, although the percentage of senior women declined significantly.

The cable industry recognizes the importance of promoting Pay Equity, Advancement Opportunities, and Resources for Work/Life Support for its women employees. Its support is evident by the strong participation in WICT's 2008 PAR Initiative. This year, 40 companies completed the PAR survey, including 14 operators, 21 programmers, and 5 closely aligned industry suppliers and nonprofits.

The initiative also attracted new participants. The 2008 roster includes eight companies new to the project. Due to acquisitions, several companies that participated as separate entities in the past were folded into their new corporate parents. Their employees continue to be counted, though represented by a single corporation rather than several.

PAR Participation at a Glance



Of the top ten cable operators as designated by the National Cable & Telecommunications Association (NCTA), eight are PAR participants. Those eight account for 93 percent of the 58.5 million broadband subscribers served by the top ten operators. The 2008 PAR Initiative also includes 21 programmers, accounting for 18 of the top 20 cable programming networks, according to the NCTA.

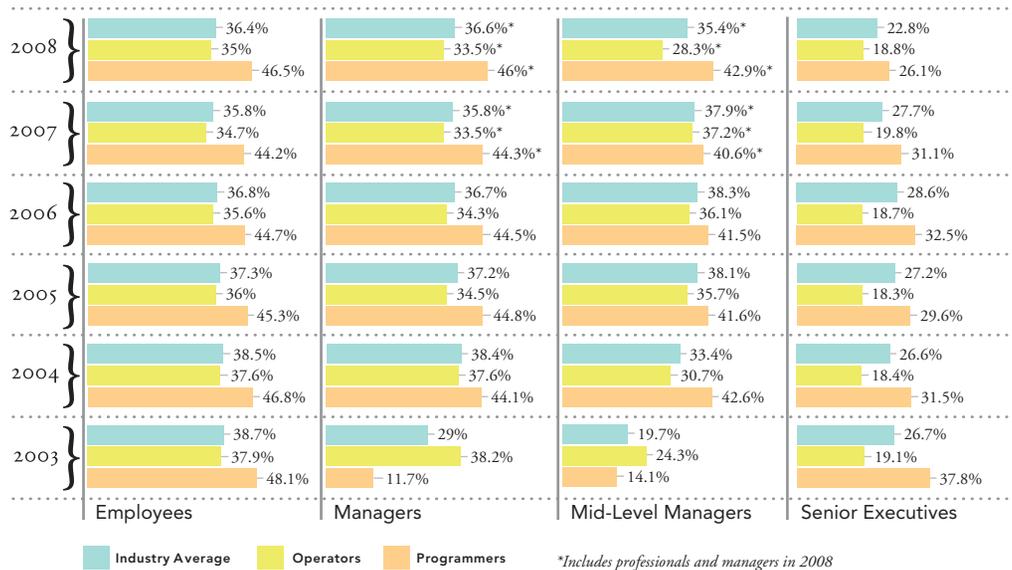
The companies participating in this year's initiative account for 238,998 full-time domestic employees — 65.5 percent of the 365,300 directly employed by the cable industry, according to a study by Bortz Media and Sports Group released in mid-2008 by the NCTA.

The number of women in cable made modest gains in 2008. Women comprise 36.4 percent of industry employees, a slight increase from 2007's 35.8 percent. Women comprise 36.6 percent of all managers and professionals, close to last year's 35.8 percent, which included managers but not professionals. Women are 35.4 percent of all middle managers and professionals, compared to 2007's 37.9 percent, which included managers but not professionals.

The number of women in senior executive positions dropped significantly in 2008. Women now comprise 22.8 percent of all senior executives — C levels (CEOs, COOs, CFOs, etc.) and their direct reports. This figure represents a decline from 27.7 percent in 2007.

In spite of increased attention to business contributions that women make to their company's bottom line, the cable industry has not grown its number of women since PAR launched. In fact, that number has dropped to only 36.4 percent despite women representing 51 percent of the American population. In 2003, women comprised 38.7 percent of the industry. The overall cable industry trend is declining numbers of women in all categories, except middle managers.

Status of Women Trends



While progress is uneven for women in management, the cable industry has made great strides in its workforce policies for pay equity, advancement opportunities and resources for work/life support for all its employees. Interviews with cable employers undergoing consolidation, acquisitions, and reorganizations indicate that employers are working hard to retain women, especially in technology and at the senior level.

2008 Highlights

Pay Equity

Cable employers already renowned for exemplary pay equity practices continued to fine tune pay transparency and management accountability. Leading employers realize that middle managers are the first line of defense for enacting equal pay and are coaching and training them to consistently apply equal-pay policies. The industry continues to push pay equity forward. This year, roughly 56 percent of participating companies reported having a formal pay equity policy. Of the companies with formal pay equity policies, 41.2 percent have “good” pay equity policies — those aligned with business growth goals and that require accountability. The remaining 14.7 percent of the group have “basic” pay equity policies — generic policies that pledge gender pay equity. The slight decrease in companies with a formal pay equity policy is attributable to several new participants in this year’s initiative. These new participants are just beginning to embrace pay equity best practices. Many small companies surveyed had no formal policy and instead rely on their small size to ensure equity.

	2008	2006	2004
No Formal Pay Equity Policy	44.1%	37.5%	46.9%
Basic Pay Equity Policies	14.7%	15%	21.9%
Good Pay Equity Policies	41.2%	47.5%	31.3%

* These questions were first asked in 2004

Advancement Opportunities

It is impossible to overestimate the importance of mid-career operating experience, and cable employers added a variety of avenues for women to participate in project launches, new product development, acquisition teams, and regional expansions. Leaders in advancement expanded the winning “business resource group” model showcased in the 2007 PAR Initiative, furthering the reach of internal business incubators and other ways to cultivate entry-level and mid-level female talent.

	2008	2006	2003
Leadership Training for High-Ranking Women	81.8%	72.5%	71%
Leadership Training for Mid-level Women	81.8%	80%	64%
Leadership Training for Entry-level Women	69.7%	52.5%	29%
Rotation Into Operating Positions	33.3%	25%	18%
Rotation Onto Digital or New Media Project Teams	30.3%	*	*
Rotation Into Ad Sales Position	24.2%	*	*
Internal Business Development Projects	48.5%	**	**

* These questions were first asked in 2007

** This question was first asked in 2008

Resources Work/Life Support

Fluctuating gas prices are prodding employers to rethink how and when work is accomplished. The result is a wave of more responsive flexwork and telecommuting policies. Operators have taken the lead, reorganizing call centers to enable representatives to work from home and reaping a wide range of productivity and operating benefits in the process. Low-cost programs such as paid time off for volunteering and subsidized memberships in off-site wellness or fitness facilities also saw gains this year.

	2008	2006	2003
Flex time	87.9%	80%	75%
Full-time telecommuting	63.6%	45%	43%
Back-up dependent care referrals and reimbursement	54.6%	45%	50%
Back-up dependent care for service or care center	42.4%	**	**
Elder care referral	57.6%	65%	54%
Paid time for volunteering	63.6%	***	***
Subsidized membership in off-site wellness or fitness facility	72.7%	55%	*

* These questions were first asked in 2006

** This question was first asked in 2007

*** These questions were first asked in 2008

Women of Color

In 2008, the number of women of color in the industry remained essentially unchanged, accounting for 15 percent of all employees and 11 percent of managers. These women face a low glass ceiling. They are most strongly represented in the first level of management ranks, and their presence drops significantly at middle management and senior executive levels. One positive area for women of color this year is in business customer support centers.

	2008	2006	2004	2003
% All Employees	15%	14.6%	13.5%	13%
% All Managers	11%*	9.9%	8.5%	6.5%
% First Line Managers	13.5%	11.5%	9.3%	**
% Middle Managers and Professional	6.7%*	8.5%	5.7%	2.7%
% Senior Executives	4.6%	4.1%	3.4%	2.9%

* Includes professionals and managers in 2008

** These questions were first asked in 2005

2008 Highlights

Women in Technology

Women saw a small increase in the area of technology. They comprise 15.1 percent of all technology employees, a slight rise from 2007. New media continues to be a strong area for technically oriented women. Women of color in new media lost significant ground, now comprising 8.3 percent of employees compared to 15.7 percent in 2007. The one improvement is female technology managers. The number of women IT engineers and project directors more than doubled this year. Companies are adding career coaching programs for women in technology, and others are finding that business resource groups targeted at technical women encourage retention.

	2008	2006	2004
% Technology Employees	15.1%	**	**
% Corporate/HQ Technology Employees	24.7%	27.2%	30.4%
% New Media Employees	36.8%	**	**
% Business to Business Customer and Technical Support	36.8%	**	**
% Engineers/Project Directors	27.9%	15.6%	*

*This question was first asked in 2005

** These questions were first asked in 2007

Women in Call Centers

The number of women in call centers has been declining for the past three years. Women now comprise 59.6 percent of all employees at operators' call centers. This decline was also felt at the management level and the number of women of color at call centers. However, women in call centers will benefit from the great strides made this year in telecommuting and flexwork. Operators are actively exploring the "virtual work" model for their call center representatives. The push toward online training by some operators also is helping women at call centers advance their careers.

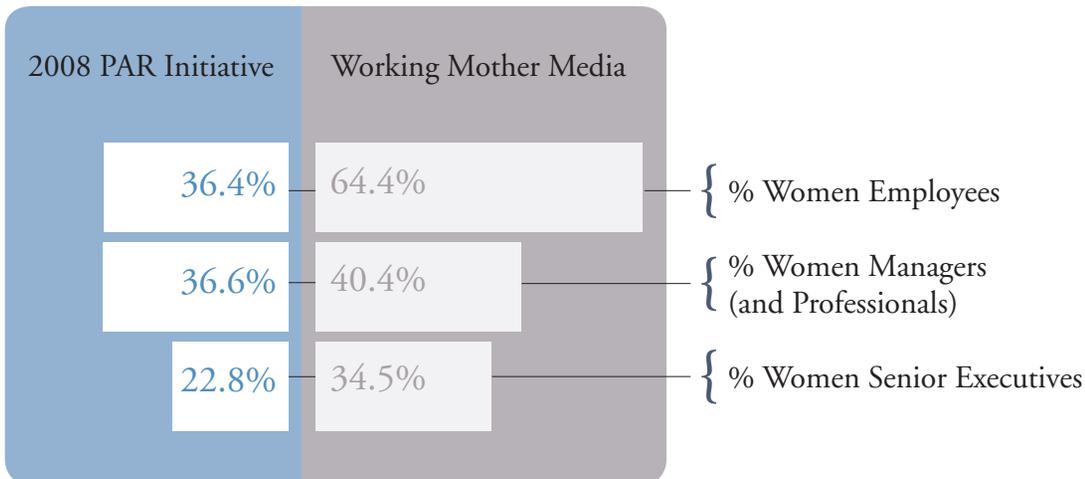
	2008	2006	2004
% Employees	59.6%	61.7%	63.4%
% Call Center Managers	55.6%	58.4%	62.8%
<i>Women of Color in Call Centers</i>			
% Employees	28.9%	33.1%	30.4%
% Call Center Managers	21.3%	24.5%	23.5%

2008 Status of Women Comparison

Working Mother Media (WMM) compiles data on the status of women at hundreds of companies, primarily for its annual list of the “Top 100 Companies for Working Mothers.” WMM’s list includes several companies in media and telecommunications.

Benchmarking PAR results against WMM’s data indicates that the cable industry lags in employing women. Where it succeeds is evenly drawing its women into management and professional positions, especially at the lower and middle management levels. The goal is to achieve “parity,” that is the proportion of women at various management levels is the same as the proportion of women in the overall industry.

In the general “management” category, the cable industry has achieved this parity. The proportion of women employees —36.4 percent — is nearly identical to the proportion of women in management — 36.6 percent. The cable industry has made progress toward parity since the PAR Initiative launched. In 2003, 38.7 percent of all employees were women, yet only 29 percent 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 22.8 percent of senior executives.



WICT PAR Initiative 2008 Industry Scorecard

Total Companies Participating	All Companies**	Operators	Programmers	Others
	40	14	21	5
% of Total Respondents	35.00%	52.50%	12.50%	

All Companies** Operators Programmers Others

Women Employees and Managers as a Proportion of ALL Employees and Managers*

% Employees	36.37%	35.02%	46.53%	25.20%
% Entry-Level Employees	40.08%	39.01%	49.09%	61.60%
% Call Center Employees (Operators only)	59.62%	59.62%		
% All Technology Employees	15.13%	13.90%	27.40%	10.27%
% Corporate/HQ Technology Employees	24.73%	22.23%	28.43%	14.17%
% Field/Installer Employees (Operators only)	3.18%	3.18%	–	–
% New Media Employees	36.76%	36.33%	37.76%	27.27%
% Business to Business Customer and Technical Support Staff	36.83%	36.42%	–	60.00%
% Managers	36.64%	33.51%	46.03%	21.07%
% First Line Managers	35.80%	31.26%	49.32%	12.93%
% Middle Managers	35.36%	28.28%	42.93%	22.31%
% Call Center Managers (Operators only)	55.61%	55.61%	–	–
% Engineers/Project Directors	27.85%	19.79%	39.38%	34.19%
% Senior Executives	22.83%	18.83%	26.11%	26.67%

Women of Color as a Proportion of WOMEN Employees and Managers*

% Employees	41.13%	42.93%	33.74%	17.68%
% Entry-Level Employees	49.69%	50.79%	42.48%	24.68%
% Call Center Employees (Operators only)	48.51%	48.51%		
% All Technology Employees	36.53%	36.48%	37.23%	24.07%
% Corporate/HQ Technology Employees	35.34%	33.95%	37.03%	22.22%
% Field/Installer Employees (Operators only)	51.84%	51.84%	–	–
% New Media Employees	22.67%	20.36%	26.40%	16.67%
% Business to Business Customer and Technical Support Staff	30.16%	30.54%	–	16.67%
% Managers	30.14%	32.38%	25.86%	19.49%
% First Line Managers	37.73%	41.84%	30.37%	26.67%
% Middle Managers	18.81%	17.70%	19.73%	11.11%
% Call Center Managers (Operators only)	38.23%	38.23%	–	–
% Engineers/Project Directors	28.95%	32.96%	30.70%	22.47%
% Senior Executives	20.25%	9.84%	24.47%	50.00%

Women of Color as a Proportion of ALL Employees and Managers *

% Employees	14.96%	15.03%	15.70%	4.46%
% Entry-Level Employees	19.91%	19.81%	20.86%	15.20%
% Call Center Employees (Operators only)	28.92%	28.92%		
% All Technology Employees	5.53%	5.07%	10.20%	2.47%
% Corporate/HQ Technology Employees	8.74%	7.54%	10.53%	3.15%
% Field/Installer Employees (Operators only)	1.65%	1.65%	–	–
% New Media Employees	8.33%	7.40%	9.97%	4.55%
% Business to Business Customer and Technical Support Staff	11.10%	11.12%	–	10.00%
% Managers	11.04%	10.85%	11.90%	4.11%
% First Line Managers	13.51%	13.08%	14.98%	3.45%
% Middle Managers	6.65%	5.01%	8.47%	2.48%
% Call Center Managers (Operators only)	21.26%	21.26%	–	–
% Engineers/Project Directors	8.06%	6.52%	12.09%	7.68%
% Senior Executives	4.62%	1.85%	6.39%	13.33%

Parity

Parity Women Managers	100.74%	95.69%	98.93%	83.61%
Parity Women Middle Managers	97.21%	80.76%	92.27%	88.54%
Parity Women Executives	62.77%	53.76%	56.12%	105.81%

Pay Equity

% Companies with no formal pay equity policy	44.12%	46.15%	31.25%	80.00%
% Companies with basic formal pay equity policy	14.71%	15.38%	12.50%	20.00%
% Companies with good formal pay equity policy	41.18%	38.46%	56.25%	0.00%
% Companies that do not conduct internal pay equity surveys	20.59%	7.69%	25.00%	40.00%
% Companies that conduct basic internal pay equity surveys	38.24%	53.85%	25.00%	40.00%
% Companies that conduct good internal pay equity surveys	41.18%	38.46%	50.00%	20.00%

	All Companies**	Operators	Programmers	Others
Advancement Opportunities				
<i>Leadership training for</i>				
High-ranking women	81.82%	100.00%	66.67%	80.00%
Mid-level women	81.82%	92.31%	73.33%	80.00%
Entry-level women	69.70%	69.23%	66.67%	80.00%
Financial training for non-financial managers	36.36%	38.46%	46.67%	0.00%
Rotation into operation positions	33.33%	46.15%	33.33%	0.00%
Formal mentoring company wide	48.48%	53.85%	46.67%	40.00%
Informal mentoring company wide	78.79%	69.23%	86.67%	80.00%
Career planning & retention for mid-level managers	72.73%	76.92%	73.33%	60.00%
Career planning & retention for women in new technologies, IT, tech, engineering	54.55%	61.54%	53.33%	40.00%
Participation in external womens' development programs	60.61%	61.54%	66.67%	40.00%
Women's networks or councils	69.70%	76.92%	73.33%	40.00%
<i>What WICT programs do you send company employees to attend to enhance their leadership skills?</i>				
Betsy Magness Leadership Institute (BMLI)	60.61%	61.54%	66.67%	40.00%
Executive Development Seminar (EDS)	42.42%	30.77%	60.00%	20.00%
WICT Leadership conference	72.73%	69.23%	86.67%	40.00%
WICT Cable Bootcamp	45.45%	38.46%	53.33%	40.00%
WICT Rising Leaders	48.48%	38.46%	60.00%	40.00%
Alumni or similar networks to enable valued former employees to return	12.12%	15.38%	6.67%	20.00%
Re-integration programs for employees returning after a hiatus of up to 5 years	0.00%	0.00%	0.00%	0.00%
Re-integration programs for employees returning after maternity leave	33.33%	38.46%	33.33%	20.00%
Re-integration programs for employees returning after a serious illness	30.30%	38.46%	26.67%	20.00%
Rotation into ad sales positions	24.24%	30.77%	26.67%	0.00%
Rotation into digital or new media project or launch teams	30.30%	46.15%	20.00%	20.00%
Rotation into new product/service launch teams	30.30%	46.15%	20.00%	20.00%
Internal structure for referring employees who have become suppliers to mgrs	3.03%	0.00%	6.67%	0.00%
Internal new business development projects or team	48.48%	53.85%	53.33%	20.00%

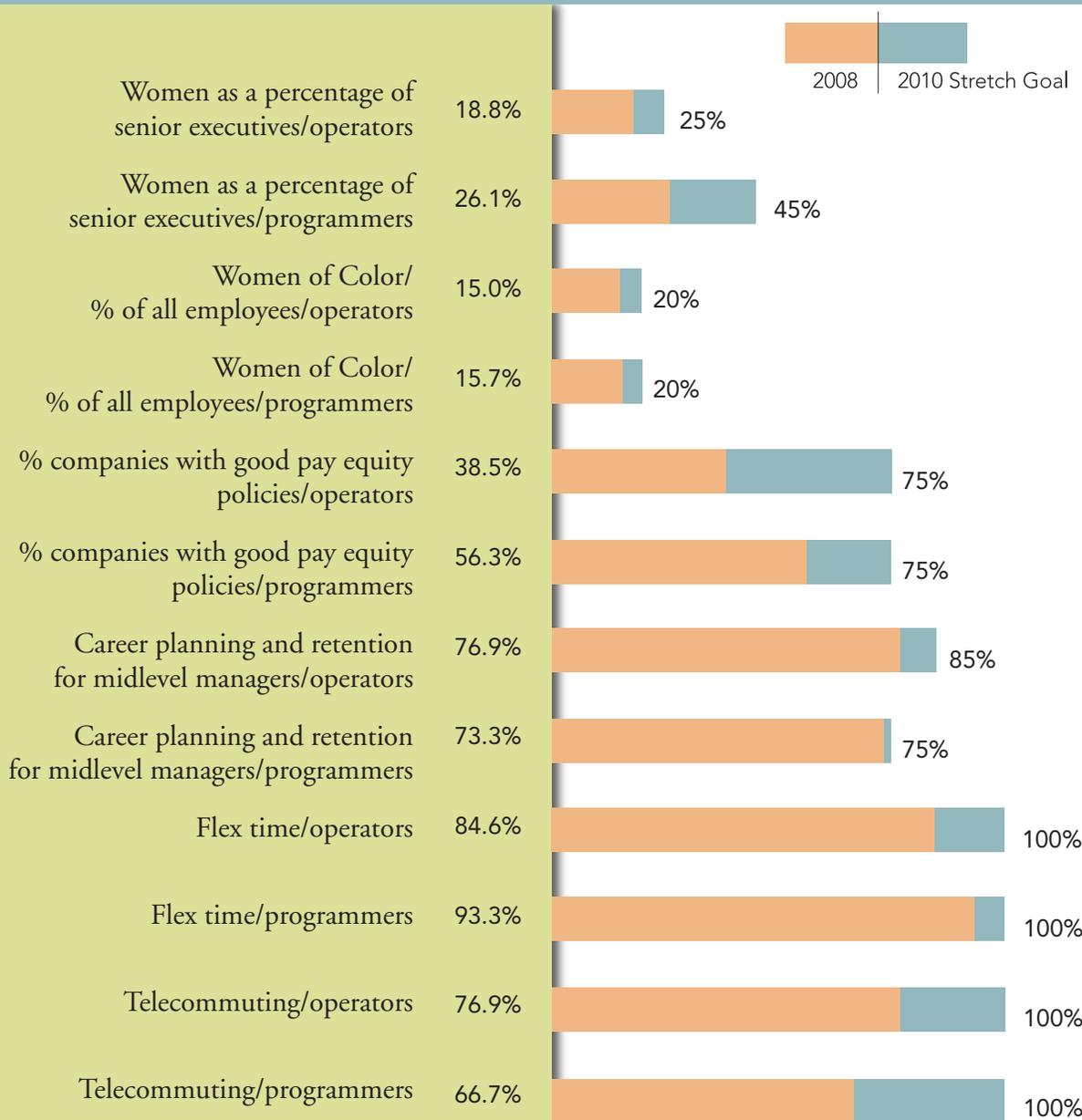
	All Companies**	Operators	Programmers	Others
Resources For Work/life Support				
Flex time	87.88%	84.62%	93.33%	80.00%
Full time telecommuting	63.64%	76.92%	66.67%	20.00%
Career track part time	36.36%	46.15%	33.33%	20.00%
Job-sharing	36.36%	23.08%	60.00%	0.00%
Other benefits (on-site health screenings, etc.)	47.06%	30.77%	56.25%	60.00%
Elder care referral	57.58%	53.85%	73.33%	20.00%
Back-up child care***	54.55%	46.15%	73.33%	20.00%
After school/vacation care	48.48%	46.15%	66.67%	0.00%
Reserved spots for employees' children at local child care centers	24.24%	23.08%	33.33%	0.00%
On-site child care	21.21%	15.38%	33.33%	0.00%
On-site amenities	51.52%	46.15%	60.00%	40.00%
On-site wellness or fitness facility or classes	66.67%	61.54%	73.33%	60.00%
Subsidized membership in wellness or fitness facility or classes off-site	72.73%	69.23%	73.33%	80.00%
On-site health maintenance service	42.42%	30.77%	60.00%	20.00%
Maternity & paternity benefits beyond required FMLA leave	45.45%	30.77%	73.33%	0.00%
Retirement transition	24.24%	30.77%	20.00%	20.00%
Paid time for volunteering/community outreach/professional association activities	63.64%	69.23%	66.67%	40.00%
Back-up travel and emergency dependent care: service or care center	42.42%	30.77%	60.00%	20.00%

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

**38 participants in 2007, 40 participants in 2006, 33 participants in 2005, 32 participants in 2004, and 28 participants in 2003

***Changed in 2007 to be "Backup travel and emergency dependent care: referrals or reimbursement"

WICT Call to Action



Despite great strides made in implementing workforce policies since the PAR Initiative began in 2003, the loss of 2.3 percentage points in the number of women that make up the cable workforce from 2003 to 2008 reflects an alarming decline. The 4.8 percentage point drop in the number of women in senior executive positions for that same period further compels resolute action.

For 2009, WICT calls on the cable industry to reverse the trend of declining numbers of women in nearly all measured categories, and reclaim at least the position achieved in 2003. To recapture lost ground, companies will:

- Conduct a detailed review of the confidential scorecard from Working Mother Media with the CEO, senior executive team and the human resources team as a foundation to ensure the 2009 hiring strategy is aligned with the organizational strategy.
- Require senior human resources executives to review all personnel decisions above a certain level to ensure diverse hiring practices.
- Proactively design a holistic approach to seize advancement opportunities for women generated through anticipated growth from consolidation and emerging lines of business, as well as business as usual transitions. Such an approach would:
 - Plan two to three promotion cycles ahead to provide appropriate operational and development opportunities that will keep the pipeline filled with ready talent.
 - Cultivate mid-level managers with growth assignments, targeted (leadership, financial, operational) training, rotations into new business incubators and networking opportunities.
 - Identify “ambassadors” to build ongoing relationships with professional groups for women, women of color and women in technology in an effort to drive qualified referrals.
 - Finally, strike when the opportunities arise, and tap into the talent that the cable industry and WICT persistently continues to foster.

Through these concerted efforts, and by retrofitting established hiring practices, WICT is confident the necessary course correction will take place and the 2010 stretch goals at left will be achievable.

Best Companies for Women in Cable

The ten companies named to WICT's Best Operators and Best Programmers lists understand the critical contributions that women make to business growth. These leaders offer rich portfolios of pay equity, advancement opportunities, and resources for work/life programs that support women, compensate them equitably, and enable them to advance into leadership positions. Their employees use these programs to better integrate their personal interests and careers, move their careers forward, and build the bottom lines of their companies. WICT and Working Mother Media celebrate the accomplishments of these innovators and congratulate them on their continual improvements. WICT is proud to see that many cable operators, programmers and closely aligned industry suppliers have adopted best practices highlighted in previous PAR reports. This progress is indeed commendable.

WICT's Best Operators and Best Programmers must have both a high percentage of women managers and leaders and a portfolio of proven pay equity, advancement opportunities, and resources for work/life programs. The "Best" companies in the P, A and R categories all demonstrate measurable success, innovation, and consistent adoption of each program type. These Best companies have integrated P, A and R programs into their corporate cultures, as demonstrated by support for these programs at the highest levels within the company and their use by employees.

Working Mother Media (WMM) ranked the Best Operators and Programmers based on extensive quantitative and qualitative information collected from WICT's 2008 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 personal interviews.

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



Best Operators

This year's Best Operators understand that flexibility is a critical factor in recruiting and retaining women. Many revamped their flexwork and telecommuting programs by tying them to business metrics and adding training to facilitate success. Operators increased transparency surrounding pay, made compensation policies more consistent across regions, and added compensation training for managers. Business resource groups also saw innovations as did mentoring programs and leadership training.

The Best Operators for Women in Cable

Cox Communications, Inc.

Time Warner Cable

Comcast Cable

WOW! Internet, Cable & Phone

Suddenlink Communications



Cox Communications, Inc.

With its commitment to advancing women leaders, promoting pay equity, and launching responsive work/life programs, Cox Communications continues for the sixth year as the top company on the Best Operators for Women in Cable list.

One way that Cox keeps its talent pipeline filled with women is through targeted training. Especially in mid-career, women may find they need financial skills to move from staff positions to running businesses. Cox does not just make such training available, but reaches out to women in lower and middle management to ensure they are ready when their leadership opportunities materialize.

Cox's Finance Matters course introduces new managers to the essentials of cable finance and performance metrics. Cox follows up that training with a one-day business case financial simulation. Leading the simulation provides a developmental opportunity for mid-level managers, and thus far, a third of those managers have been women.

Cox continues its tradition of identifying women leaders at call centers and now offers them opportunities to rotate into workgroups. During these rotations, women gain experience with particular customer types, including technical support and sales. The operator's 24/7 online education programs are also attractive to call center women, whose shift-work may preclude them from partaking in training during regular business hours.

On the work/life front, Cox formalized its flexwork programs. The operator now requires managers and employees to complete training prior to approving flexwork. In addition, Cox's human resources personnel coach both parties through the flexwork negotiation process.

The operator also moved aggressively to support home-based work for many of its call center agents. Cox has long had these "cyber agents," in San Diego. It expanded their use first to Arizona and then nationwide, as the program reaped efficiency and productivity gains. The operator now has 1,200 cyber agents, and more are expected.

Also a leader in pay equity, Cox adopted a companywide program to apply consistently its top-notch pay-equity policy across all regions. The effort brings all pay practices and rates together under one system, while still accounting for regional differences. It also adds transparency to pay, as pay policies and rationale are now available on Cox's employee intranet.

Time Warner Cable

This year, Time Warner Cable employees spearheaded many impressive innovations at the company. From telecommuting to local initiatives to recruit women in technology to fresh ways of advancing women, Time Warner's regional managers took the lead. They forged new ways of collaborating, overcoming

geographic and functional barriers to share best ideas and brainstorm solutions to common problems.

This collaboration has resulted in promising practices that are rapidly cross-pollinating across Time Warner Cable regional divisions. The operator has established women's networks in several regions to create a structure for mentoring and career coaching. In Central Texas, for example, managers within customer care have launched a career development program that blends sales training, skills training and monetary incentives to motivate employees to place themselves on their own fast tracks.

The operator has made great strides in recruiting and retaining women in technology. Women now comprise half of Time Warner's IT project managers and 43 percent of its business-to-business client support staff.

On the advancement front, Time Warner is tapping its corporate Women's Leadership Council to interview female employees to better understand the consumer preferences of women. It's tying that effort to its Diversity and Inclusion Council, which also works to gain marketing insights from its diverse employee base.

The operator has moved its work/life efforts forward as well. Like other operators, it is piloting home-based work, and setting productivity, quality, and other metrics to measure the program's success.

Comcast Cable

While keeping up with rapid growth, Comcast is moving ahead with programs that detect emerging talent and leaders. As employees see career opportunities proliferate with every new Comcast acquisition, company leaders are working to equip them with the skills they need to move among lines of business.

Flexwork emerged at the top of the priority list at Comcast, as it did for most other cable employers in 2008. Each division's human resources vice president was determined to find ways in which telecommuting and flexible scheduling could benefit employees and that division's business goals. This two-pronged approach has aligned managers' and employees' interests in discovering ways to leverage flexible work to their

mutual benefit. It has resulted in innovations like job-sharing and pioneering a virtual customer account executive program. Comcast has reaped greater productivity from its home-based call center staff and has developed the opportunity to work from home as a reward for top performers. Currently, Comcast has about 850 virtual customer account executives and thanks to the success of its new flexwork approach hopes to double that number by the end of 2009.

Comcast continues moving its impressive leadership programs forward. It now spearheads meetings between senior women heading businesses and women on the rise. These meetings complement its Emerging Leaders Mentoring Program. For women at the middle of the corporate ladder, the operator launched two new boot camps — one for assistant vice presidents and one for technology leaders.

WOW! Internet, Cable, & Phone

WOW! Internet, Cable, & Phone proves that a regional operator can build a national quality culture. The company culture is uniquely tied to the bottom line: superior customer service.

WOW! has revamped its pay structure to pay front-line service representatives for proven customer satisfaction. The company ties performance reviews to bonuses, based on company revenues, for the entire company from frontline workers to CEO Colleen Abdoulah.

Backing up the performance appraisal process is a new talent management program designed to help managers save time and ensure fairness. Because employee performance reviews are tied to bonuses, WOW!'s compensation staff reviews both pay and bonuses across departments and divisions to ensure internal equity. This system enables WOW to cross-reference bonuses and compensation by race and gender and function, illustrating that such tracking is feasible and valuable even at small companies.

In the past 18 months, WOW! has strengthened its leadership development programs for women at all levels. Women are not only sent to leadership classes; they are subsequently coached to make the most of their personal management styles and strengths. WOW! also closely tracks high potential women so they can be tapped for rotations into operating positions and onto product launch teams.

The operator also has improved resources for work/life integration this year, with the addition of a new employee assistance program that focuses on problem solving for employees with any serious need, from health crises to childcare. In line with trends at other leading operators, WOW! is piloting call center telecommuting in its call center.

Suddenlink Communications

Since its inception, Suddenlink, a relative newcomer to the cable industry, focused on the well-being of its workforce. Women play a significant role at the executive level. Two of the company's three executive vice president positions are held by Chief Financial Officer Mary Meduski and Executive Vice President and Secretary Wendy Knudsen. Three senior vice presidents include: Patty McCaskill (Programming), Mary Meier (Marketing) and Heather Wood (Corporate Development). In addition, several other women figure prominently in the ranks of vice presidents and directors.

Suddenlink, formed in May 2006, rose to the PAR challenge, completely overhauling its pay practices after incorporating teams and systems from several predecessor companies. The process began with a new, robust diversity statement that clearly links the status of women to the company's business goals. Suddenlink then took steps to translate that philosophy into practice, adopting a companywide pay band policy, and continually addressing any inequities revealed by ongoing pay analysis.

Meanwhile, new efforts to attract and retain women to new media positions tripled the presence of women in new media to 56 percent of its staff. Now, those women are on track for promotions through Suddenlink programs that identify and advance talented technical women.

Suddenlink's human resources department provides leadership coaching to managers and rewards them for successfully coaching employees into promotions. The company also blends career advancement and work/life programs through training modules that help balance work and life activities, manage time, and provide information on other topics that help women integrate their professional ambitions with daily responsibilities.

Best Programmers

This year's Best Programmers fine tuned recruiting and retention strategies, reinvented business resource groups, and continued to leverage new business incubators as leadership development opportunities for women. These Best Programmers also improved their pay equity programs, strengthened efforts to give women operations experience, and placed new emphasis on mentoring, a critical element of retention and advancement.

The Best Programmers for Women in Cable:

Discovery Communications
The Weather Channel Companies
MTV Networks
Turner Broadcasting System, Inc.
Scripps Networks

Discovery Communications

Discovery Communications' combination of a high percentage of senior woman leaders and a strong showing in each PAR category propelled it to the top of WICT's Best Programmers' list. Faced with a year of significant changes and transitions, Discovery made conscious efforts to retain its high proportions of women by tasking top leadership with ensuring that no category of employee, including women, was lost disproportionately.

The company's diversity officer participated in every transition-related meeting and reviewed all personnel decisions above a certain level. Discovery also proactively addressed possible pay equity issues by revamping its pay structure to drive responsibility for equal pay deeper into management ranks.

Women continue to spearhead major new lines of business at Discovery, such as key elements of its new "green" programming. Discovery's newest initiative — Hot House — is a "front door" development program designed to attract new talent to the company. Hot House helps Discovery reach the amorphous community of emerging directors and find those whose creative instincts fit with its mission. Once a young director is chosen for a program, seasoned directors and producers mentor that individual to create an opportunity for success. Hot House is an innovative way to grow diverse creative talent.

As Discovery positions itself for another burst of growth — this time as a publicly held company — it has taken the initiative to update its business case to link career satisfaction and work/life resources to its growth goals. Demonstrating this commitment to employee "health and vitality," Discovery spearheaded two major work/life innovations. This year it opened its on-site childcare center, Discovery Kids Place and Crikey Cove, which provides full-time care for 102 children. The programmer also expanded the services of its on-site wellness center by making access available to all dependents ages 14 and up. It has also added new wellness services and is expanding its clinics to the office in New York City.

The Weather Channel Companies

A woman CEO is a good indicator that a company takes the advancement of women seriously, but her influence has to shape the culture of the entire company to make a difference for women at all levels. That is what has played out at The Weather Channel under CEO Debora Wilson's tenure. The Weather Channel is among the most consistent at measuring all its pay, promotions and hiring decisions to ensure that it's always bringing in proportional numbers of women and women of color.

Though The Weather Channel already has a healthy proportion of women and women of color, especially at the senior level, the programmer has increased its recruitment efforts in over the past few years. Weather's strategy is to assign employee "ambassadors" to build ongoing relationships with professional groups for various industry and women's associations. The ambassadors attend meetings (on company time), arrange for speakers at these meetings, and network with attendees. The ambassadors network and informally recruit to send a steady stream of referrals to the company. "We've made hires because of relationships with these organizations, not from job postings," says Lisa Chang, executive vice president of human resources. "Relationships with associations are not short-term solutions. They're long-term partnerships that take an investment of time and resources."

The Weather Channel continues its leadership in pay equity, with its "equity budget" that managers can tap into if they discover inequities. The programmer's advancement programs

also progressed, as the company rolled out its Emerging Sales Leader Program — a year-long mini-M.B.A. course for sales leaders.

MTV Networks

MTV Networks makes its debuts on the Best Programmers list propelled by its nearly unmatched proportion of women who run lines of business. In addition MTV has built one of the most equitable pipelines in the industry, with women at or near parity at nearly every level.

Mid-level women managers are quick to identify promising women in their departments and advocate for their advancement, ensuring that emerging leaders gain invaluable operating exposure early in their careers. The result is the development of a deep pool of female talent and a culture that intuitively evokes the best from Gen X and Gen Y who thrive with this particular management approach.

MTV Networks has adopted winning practices and aspects of culture from companies it has acquired, using mergers to improve the whole company. For instance, the programmer is evolving its sick day policies as it learns how acquired companies offer paid time in flexible formats. MTV Networks also coaches employees interested in taking advantage of its flexwork programs to ensure that their new schedule is linked to business results.

Comprehensive, ongoing salary surveys, both internal and external, have long helped MTV ensure that its women are being paid fairly. To keep up with constantly changing job descriptions, MTV analyzes the pay of 25 percent of all its employees every year. This is in addition to the constant research regarding pay rates for the most in-demand jobs, such as digital ad sales, matched by frequent adjustments to rising market levels.

Turner Broadcasting System, Inc.

The 2007 PAR Initiative report showcased Turner Women Today's groundbreaking internal business incubator — KEYS (Knowledge Energizing Your Success). Now in its third cycle, KEYS continues to offer Turner a uniquely powerful way to cultivate entrepreneurial talent and provide mid-level women with growth assignments.

KEYS' impact extends beyond its female participants. The effort has served as a source for new business ideas that reach the consumer segments the groups represent, from Hispanics to families that include people with disabilities.

These groups also have become actively engaged in employee mentoring. Turner Women Today and Black Professionals at Turner pioneered the programmer's Circle Mentoring program. The program matches groups of up to ten mentees with a pair of executives. The mentees learn how to form productive peer networks that outlast the formal group setting, and they also benefit from executive coaching and guidance. Circle Mentoring has directly boosted employee retention — and the fact that Turner tracks the results is further evidence of its unerring focus on linking the advancement of women to business results.

On the work/life front, Turner has expanded its strong portfolio of employee support programs, which include an on-site fitness facility and on-site childcare center. New this year is an innovative "maternity coaching" benefit. Both expectant and new mothers can seek advice from nurses to help them adapt to their new parenting role in conjunction with their career.

Scripps Networks

Scripps Networks continues to have success in establishing practices that address the ongoing industry conundrum of how to retain upper-middle management women and keep them engaged and challenged in the workplace. The programmer established the philosophy of "growing in place," a concept that expands the scope and depth of operating responsibilities for key women. Scripps also aims to retain ambitious upper-middle-managers by adding brand extensions and new modes of content distribution to their menu of responsibilities. Its innovative business incubator program provides yet another means for women to grow. Innovation Fellows, several of whom have been women, receive a three-month sabbatical to research, prototype and present promising business ideas.

As Scripps adds channels and lines of business, it has an ever-deepening pool of women to fill new operating positions. The programmer also is finding that once a company has achieved a critical mass of women in management, it is easier to recruit and retain women. The company's family-friendly culture and

healthy roster of flexwork, telecommuting and alternative work schedules also support recruitment and retention.

A perennial leader in PAR's pay equity category, Scripps continues to improve. The company now ties pay equity to work/life benefits, and its policy commits the company to ensuring that women are present at senior levels and considered equally for promotions and fast-track assignments. Scripps also benchmarks pay by industry standards and across functions, the latter being relatively unique in the cable industry.



Pay Equity

Key Findings

According to pay equity research, working women within one year of college graduation earn roughly 80 percent of their male counterparts. This disparity widens as women progress in their careers. By 10 years after graduation, women earn roughly 69 percent of male salaries, reports the American Association of University Women. Development and adoption of formal, written pay equity policies are critical to addressing this gender pay gap. Such policies are the basis for structuring unbiased compensation systems and provide metrics for analyzing salaries to identify disparities. This year's PAR Initiative reports a slight decline in the number of companies with formal pay equity policies from 60 percent in 2007 to 56 percent in 2008. This 4 percentage point decline is a result of new participants to the PAR Initiative who have not yet learned of the constructive effects of a formal pay equity policy. These new participants choice to partake in this year's PAR Initiative helps drive their understanding and business case for a corporate pay equity policy.

Those cable employers with formal pay equity policies continue to improve pay accountability and transparency. More companies have "good" pay equity policies — those that link pay equity to company growth and profitability, underscoring the business case for equal pay. And, 41.2 percent of cable employers — up from 34.3 percent in 2007 — back up their policies with equally strong pay equity surveys. These surveys analyze pay by gender, race, age, tenure and other factors to detect inequities.

While small employers have less-developed structures for ensuring that women are paid equally, leading companies continue to push responsibility for pay equity to middle managers. The impact of this move can be significant as it is middle managers who interpret company policies into decisions. One cable operator, for instance, has installed its pay equity policy as a computer screen that pops up whenever a manager logs into the compensation system. It's a not-so-subtle reminder of the importance of equal pay, delivered right when the policy needs to be applied.

The Best Companies for Women in Pay Equity:

- The Weather Channel Companies
- Turner Broadcasting System, Inc.
- Scripps Networks
- Cox Communications, Inc.
- Discovery Communications

The Weather Channel Companies

The equity budget concept, as exemplified at The Weather Channel, continues to set a high standard for tracking equitable compensation. This practice involves an "equity budget" of money to be used specifically to correct inequities when they are discovered. Inequities sometimes creep in when a department — especially one related to technology — is rapidly hiring at market rates. Unless managers work closely with the human resources staff to analyze pay, bonus, and promotion decisions in the context of market pay, it is easy for longtime employees' pay to fall behind.

The equity budget also provides a nonpunitive channel for correcting inadvertent inequities. The Weather Channel reports that the longer it has offered the equity budget, the less often it is tapped, indicating that managers have developed "equity radars" that keep their pay decisions on track from the beginning.

Turner Broadcasting System, Inc.

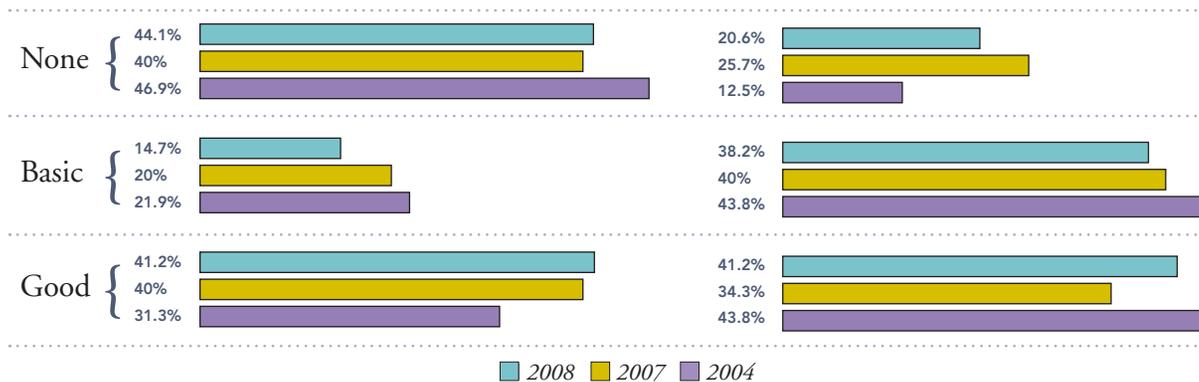
Turner has taken the initiative to adapt best practices as reported in previous PAR Initiatives to fit its particular business needs and culture. The programmer reviews pay and makes equity adjustments designed to eliminate inequities in base salary among employees with the same jobs. Managers make equity adjustment decisions in conjunction with human resources staff, and are then guided on how to include these adjustments in their future budget estimations.

Turner further educates its managers on compensation policies and practices by training them on methods of evaluating performance and use of internal and external salary surveys to make equity and other pay decisions.

Turner managers are never alone in their compensation decisions. A member of human resources is assigned to a manager to assist with all compensation decisions. This proven tactic helps managers apply Turner's pay equity policy consistently and, through practice, helps them internalize the business case for equal pay.

Pay Equity Policies

Pay Equity Surveys





Scripps Networks

For Scripps Networks tying key work/life benefits to its comprehensive statement of equal pay for equal work made business sense. This linkage underscores the strategic value of benefits that are of particular interest to women.

An excerpt from Scripps' best-of-class pay equity policy makes this linkage clear: "In order to reinforce equality in pay measures, Scripps Networks will ensure that both men and women are able to achieve work/life balance, and that women are both present at senior levels within the organization and considered equally for fast-track and promotional opportunities and assignments."

Scripps, like other leading companies, benchmarks pay by industry standards and across functions. The programmer also conducts internal pay equity surveys quarterly and as needed, particularly for fast-moving job categories such as ad sales and technology positions.

Cox Communications, Inc.

Cox's pay equity policy is among the strongest in the cable industry. To ensure uniformity over the entire operation, Cox adopted a systemwide program to make certain that its top-notch pay equity policy is consistently applied across all regions. The trick was to create a system that brought all pay practices and rates into a comprehensive system while still taking into account regional differences in pay rates and cost of living.

One of the most innovative aspects of the new system is its transparency. The rationale and details of the system and policies are part of Cox's "career pathways" section of its intranet, accessible to all employees. These innovations expand on the operator's consistently strong pay equity practices the PAR Initiative has observed over the last six years.

Discovery Communications

Discovery reorganized its compensation program to better reflect employees' core skills, by grouping those with comparable skills in bands. This restructuring makes for cleaner, more consistent comparisons and provides another opportunity for analyzing pay equity among Discovery's workforce.

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.

2008 Best Practices: Pay Equity

Determine your organizational compensation philosophy

Analyze pay by similar jobs and functions while also looking for discrepancies in pay

Maintain openness about compensation with your work force

Create and disseminate a corporatewide pay equity policy

Train managers to consistently apply the pay equity policy

Case Study: Pay Equity

Audits, Coaching, and Equity Fund Keep Pay Fair

Market demand forces constant change on cable industry compensation levels, especially for hard-to-fill jobs such as new media sales and technology. Leading cable companies, like Turner Broadcasting System, constantly scan the market to make sure that they are paying valued employees the current going rate.

A quick market compensation update is triggered every time Turner hires or promotes an employee. This process keeps managers abreast of current pay conditions and provides context for annual pay adjustments based on market rates, plus, of course, performance, equity and other factors.

Managers are not left on their own to interpret the data. First, they are trained in the application of Turner's pay policies — including gender pay equity. Then, they collaborate with assigned human resources generalists to ensure that decisions are grounded in market reality and Turner's philosophy of pay for performance. On top of that, Turner conducts equity audits at least annually. When those audits turn up a suspicious situation that might be gender pay inequity, managers work with their human resources generalists to unearth reasons for the situation, and, if necessary, correct it with funds channeled through human resources, protecting the manager's departmental budget from an unintended backlash for doing the right thing.

Advancement Opportunities

Key Findings

Operators seized the lead this year with breakthroughs in several areas critical to advancement. All 2008 PAR operators now offer leadership training for their high-ranking women. Career planning, seen as essential to retaining mid-level women, also saw a healthy increase this year among operators, as did another retention effort — women’s networks. The number of operators offering women rotations into operations positions saw a slight rise as well.

The Best Companies for Women in Advancement Opportunities:

- Cox Communications, Inc.
- Time Warner Cable
- Comcast Cable
- The Weather Channel Companies
- Scripps Networks

Operator Advancement Improvements

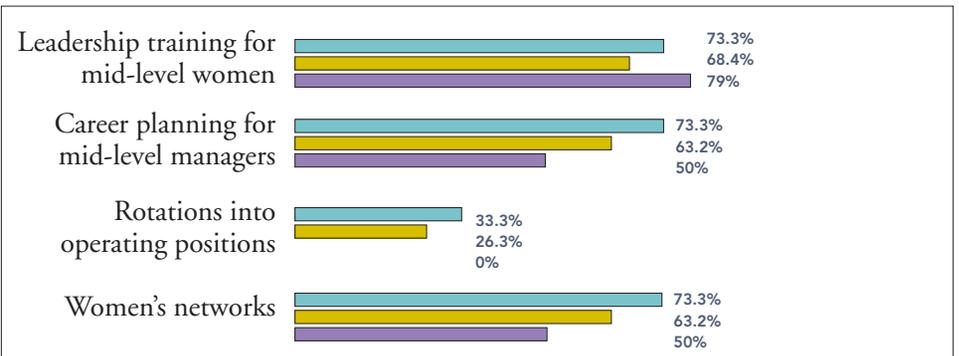
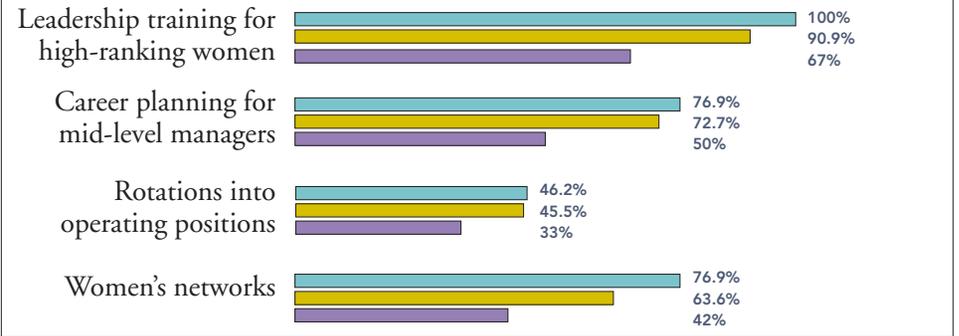
Progress was uneven for other advancement programs. Leadership training for entry-level women slipped to 69.2 percent (from 81.8 percent in 2007), and career planning for women in IT eroded slightly, to 61.5 percent (from 63.6 percent in 2007). The mixed results still reflect major gains from 2003, when the PAR Initiative launched, with one notable exception: financial training for non-financial managers. Only 38.5 percent of operators now offer this program, a significant drop from the 58 percent of 2003. Cable companies that do offer financial training for non-financial managers report that it is a turning point for many women, enabling them to move from staff to operating positions.

Programmers also made big strides this year, especially for mid-career women. Leadership training and career planning for mid-level women saw major gains, as did the launch of women’s networks. More programmers now offer women the opportunity to rotate into operating positions. Programmers lag operators in the advancement opportunities area, but are making positive gains in new and existing programs.

Programmer Advancement Improvements

Other advancement programs at programmers showed small gains, with a few declining. The most notable drop was the 66.7 percent of programmers offering leadership training for senior women, down from 73.7 percent in 2007. Considering programmers suffered a significant drop in senior executive women (from 31.1 percent in 2007 to 26.1 percent in 2008) this issue is of notable concern.

The 2007 PAR Initiative report highlighted the impact of internal business development programs that developed mid-level and senior women as they led participants through a new-product launch process. This idea has taken hold in the industry, and is now offered at 53.9 percent of operators and 53.3 percent of programmers.



■ 2008 ■ 2007 ■ 2003

Cox Communications, Inc.

A perennial leader in identifying talented women in its call centers, Cox continues to build career bridges for them. Its long-standing call center “lead” positions — the first step into management — are now strengthened with additional opportunities to rotate into workgroups that focus on particular types of customers, including technical support and sales. This exposes women to the strategic importance of serving each type of customer, as well as different types of management styles.

Call center women who want to gain key technical or management skills find Cox’s online education programs especially helpful, as they can train around their shifts or from home. Cox finds that working mothers particularly benefit from the convenience of 24/7 online training. Finally, all of Cox’s training and advancement programs are integrated with its “career pathways” intranet so employees can identify the specific steps that lead from the jobs they have to the jobs they want.

Time Warner Cable

In the last two years, Time Warner has redoubled efforts to recruit and retain women in technology. It’s paying off: the operator now counts women as half of its IT project managers and 43 percent of its business-to-business client support staff. Women’s technical-focused employee networks and mentoring efforts piloted in a few Time Warner regions have been so successful that plans call for rolling them out throughout additional regions in 2009.

Meanwhile, the corporate Women’s Leadership Council, comprised of senior women, is taking a broad and deep look at the power of women consumers. The council is interviewing women across the company — leveraging their experiences as a focus group — to understand what kind of cable and broadband messages resonate with women.

The operator ties that effort to its Diversity and Inclusion Council, which also is focused on drawing marketing insights across a range of diverse employees. The council has a high bar for its own performance. It is charged with measuring the effectiveness through workplace inclusion training, the development of employee networks, mentoring programs and retention rates.

Comcast Cable

When your business is growing fast, your pipeline had better keep pace. Acquisitions, such as the 2008 purchase of shopping news website *Daily Candy*, “create opportunities for different thinking and bring new talent into our organization. We’re looking at how we connect our community of leaders so they can look over the fence and aspire to other jobs,” says Grace Killelea, Comcast’s vice president of talent & leadership initiatives.

Recently, Comcast has given regional managers more rein to develop programs suited for women in their areas. One result: Women of Chicago, led by some of that region’s top women, who have hefty operating responsibilities.

Meanwhile, back at corporate, Comcast is forging new ways for senior women to meet, and for rising women to hear from women who run lines of business. Meetings solely for senior women complement one of Comcast’s strongest ongoing programs: the Emerging Leaders Mentoring Program, which links formal mentoring with career development opportunities to prepare high-potential mid-managers for rapid advancement. Women comprised 53 percent of the first class. As well, Comcast just introduced two mid-level “boot camps,” one for assistant vice presidents and the other for technical leaders.

Slates of candidates must be balanced by gender and other factors under a renewed push engineered by Comcast’s talent and leadership initiative. Regional human resources staff are being trained to create diversity standards and to hold their managers accountable for meeting those standards.



The Weather Channel Companies

Cable employers often struggle with ways to measure return on investment from advancement and work/life programs beyond the simplest measure (counting the number of participants). The Weather Channel has broken new ground by quantifying the profit and loss impact of its Emerging Sales Leader Program. The mini-M.B.A. program blends intense mentoring and training in sales skills with training in business metrics. Participants, who have already shown that they have an intuitive grasp of sales, get intensive rounds of feedback as they see how applying specific sales techniques “moves the numbers.”

Program participants tracked the how’s and why’s of new tactics they learned and applied. At the end of the year, each participant chose one new tactic to analyze in terms of revenues generated or operating savings captured. The Weather Channel then analyzed each individual’s case study to determine the underlying reasons for the success. This analysis enabled the programmer to calculate that its return on investment for the 2006/2007 class was \$11.7 million in incremental revenue for 2007. This approach represents a new model for measuring the success of advancement programs.

Advancement Opportunities

Scripps Networks

Scripps is opening a key advancement program — mentoring — to all employees. The success of the two-year pilot program motivated leaders to make it available to all employees, regardless of level. As it turns out, the program appeals especially to Gen Y, which seems to appreciate the self-diagnostics that are part of the matching process as much as the actual mentoring.

Scripps measures results of its mentoring program by first having each person in the mentoring pair complete an initial engagement survey, which outlines the goals for the relationship. Twelve months later, when it is time to move on, participants assess their success at meeting those goals.

In addition, the programmer has captured at least two new lines of business from its Innovation Hub, its internal business incubator. Anyone can suggest a business opportunity, with a financial reward provided by the company if the project reaches an advanced development stage. Any employee also may apply for the Innovation Fellowship, which involves a three-month sabbatical to research, develop, and pilot a prototype business that has been approved for beta testing. If the prototype survives the vetting process and becomes a full-fledged business, the Innovation Fellow has a chance to be on the launch team. Such programs are creative ways for women to gain operating experience.

2008 Best Practices: Advancement

Tie leadership training to business-building strategies, such as new idea incubators and business resource groups

Support rotations into operating positions

Encourage mid-managers to gain financial and budgeting skills

Provide online training linked to career paths

Measure the subsequent career progress of participants in development programs



Case Study: Advancement

Building Leadership Skills While Helping Working Women

They say you should play to your strengths. That is why Kim Morrise, who manages a video production group for The Weather Channel, jumped at the chance to launch the company's first internal network for working women.

Her first child was born during the hurricane season of 2005 and her second after Morrise had moved to the interactive unit. She knew what it was like to manage a 24/7 news cycle and a baby at the same time. Morrise believed that co-leading an effort to advocate for working mothers would build her problem-solving and leadership skills.

The first meeting, in October 2007, drew upwards of 100 people, each with different expectations. Some wanted to push for a childcare center. Others wanted to analyze Weather's culture.

Morrise quickly realized that there was a demand for a network for women (not just working mothers). Her role evolved to be a liaison between The Weather Channel executives and the group's members. At first, she relates, "We thought of it as a problem solver for women, and we were inundated." Coaching from human resources managers and guidance from internal leaders helped her develop a focus: facilitating on-site educational opportunities for working women and serving as a conduit to leaders about problems worrying group members.

As the group, dubbed WOWnet (Women of Weather Network), evolves, Morrise has realized she has to evaluate promising ideas in light of the ultimate goal: retaining more working women.

Resources for Work/Life Support

Key Findings

Spiking gas prices and congested commutes have yielded an unexpected benefit for cable employees: a burst of innovation regarding workplace flexibility and telecommuting. These programs are powerful retention incentives for women in cable as they help women balance their careers and personal lives. The difficulty in making these programs a success is the chance that employees may come to view them as entitlements, and managers may come to resent them as concessions to life style and convenience. The cable industry has the means to demonstrate to the world the full technological capabilities of such programs and the increased productivity these programs can bring to the workplace.

This year saw leading companies strengthen the business case for alternative work schedules, and frame them squarely in terms of business productivity and return on investment. The companies with the best-executed programs communicated this frame of reference consistently to employees. One new programmer with only 60 employees made flexwork its top human resources priority, putting in place a well-structured program that outlines how both employees and managers will evaluate the productivity of telecommuting and alternative work hours on both individuals and teams.

At several operators, regional managers took the lead in shaping telecommuting and flexwork practices that reflect the unique demands of commuting and working in their regions. In the past, regional leaders often did not swap ideas with each other, and found that innovations stalled when sent to corporate for approval. Propelled this year by gas prices and escalating costs of doing business, many leaders unleashed solutions in their own divisions and reached across the corporate organization chart to share winning solutions with peers in other regions.

These improvements are particularly beneficial to women at call centers, which have emerged as centers of work/life innovation (see Women in Call Centers on page 24). Operators'

programs are in transition, and that is reflected in their PAR responses: 84.6 percent offer flextime (up from 81.8 percent in 2007) but 76.9 percent offer full-time telecommuting (down from 81.8 percent in 2007 but up from 66.7 percent in 2006).

Some operators have moved aggressively toward virtual call centers. These operators have worked hard to develop productivity, quality and other metrics for home-based workers, and they realize that online training is essential to the continued career development of call center employees.

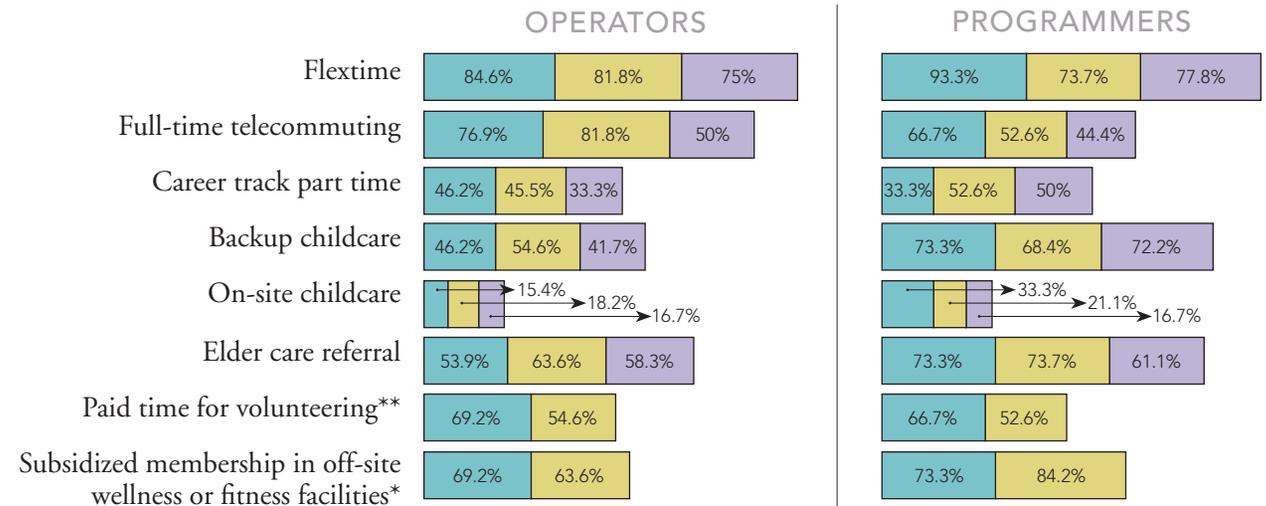
Contact with supervisors is critical to these efforts. Most of the operators' telecommuting programs also require virtual call center representatives to come in to the office regularly for training and meetings. Some require this weekly, others, a couple times a month. During shifts, supervisors and virtual representatives communicate through the instant message systems built into

the customer support software. Employees also stay current on company news through the intranet and other tools.

While large operators continue to offer a wide array of dependent-care programs, these are not as prevalent at small operators. But, low-cost programs that offer all employees options for managing health and personal time continue to grow in popularity. This year, 69.2 percent of operators offer paid time for volunteering, and the same proportion offer a subsidized membership in off-site wellness or fitness facilities.

Flextime and telecommuting also accelerated at programmers. Both benefits saw big gains, increasing to 93.3 percent (from 73.7 percent) and 66.7 percent (from 52.6 percent), respectively. Numbers for most other work/life programs also increased at programmers, most notably paid time for volunteering and back-up dependent care.

Work/Life Integration Programs



*This question was first asked in 2006. **This question was first asked in 2007.

2008 2007 2004

Resources for Work/Life Support



The Best Companies for Women in Resources for Work/Life Support:

Cox Communications, Inc.

NBC Universal

Turner Broadcasting System, Inc.

Discovery Communications

Scripps Networks

Case Study: Resources for Work/Life

Employee Surveys Drive On-Site Childcare Center

Discovery Communications' launch of its new Discovery Kids Place and Crikey Cove childcare center is a terrific example of how company leaders frame work/life programs in terms of return on investment and productivity. It also illustrates the importance of continually monitoring employee needs.

In the past, Discovery employee surveys revealed that workers wanted childcare close to home. Over time, however, employee sentiment shifted, especially as it became harder to secure spots in local childcare centers, reports Vice President of Global Wellness & Work/Life Strategies Evelyn Steward. As well, mothers of infants realized that it would be easier to continue breast-feeding if they could visit their babies several times during the day to nurse.

In response to these changing needs, Discovery embarked on a multiyear planning process to develop an on-site childcare center, which opened this year. The green center provides full time care for 102 children ages 6 weeks to 5 years.

The center started delivering return on investment even before it opened. Prior to opening, recruiters leveraged the center when recruiting talent to the company. Women at all professional levels reported the center was a key factor in their decision to join Discovery.

2008 Best Practices: Resources for Work/Life Support

Use cable technology to support work/life innovations

Conduct a pilot to test program productivity in accordance with company goals and culture

Train managers and employees on telecommuting strategies

Identify the true return on investment in work/life programs through business goals achieved

Promote business resource groups that apply women's insights to work/life challenges

Cox Communications, Inc.

Cox formalized its flexwork programs, which have been growing rapidly in its regions. The operator developed eight points of eligibility for participation in flexwork. These points include confirming that the employee already is performing at or near peak efficiency; requiring the employee to complete technical and job skills training needed to do the job in alternative hours; and asking the employee to discuss how the arrangement meets the department's business needs. Cox also requires that managers complete flexible work option training. As at other cable leaders, Cox's human resources staffers coach managers and employees through the negotiation of flexwork arrangements.

Formalizing its flexwork practices — taking the best from the regions to shape a comprehensive policy — represents a change for Cox, whose regional managers have cherished their autonomy. Company leaders realized that consistency was necessary to measure productivity and to make flexwork the default option for many operations.

How does Cox know its programs work? First, it trains managers in how to communicate the parameters and expectations of flexwork to employees. Managers who are especially innovative in shaping work/life arrangements are nationally recognized. Then, Cox follows up regularly with employee interviews and surveys to understand how the programs play out in real life.

Call center employees at Cox also saw increased options for telecommuting, as the operator made a major push into virtual work. Cox added 500 home-based call center workers in Arizona, bringing its total number of cyber agents to 1,200, with more expected.

NBC Universal

For the third year running, NBC Universal (NBCU) repeats as a winner in the Resources for Work/Life category. This year, the programmer added two benefits that are invaluable to the employees that need them.

Travel dependent care swings into action when a parent's regular child-care arrangements cannot stretch to cover travel. This benefit is especially valuable to single parents. Another NBCU innovation: the availability of health coaches. These coaches talk to employees via phone and advise them on the specifics of managing chronic conditions and creating plans for healthy living. Benefits like these remove barriers that can prevent women from taking full advantage of the array of growth opportunities offered by NBCU as part of its "best bets" practice that concentrates development resources on the most promising women and minority candidates.

Meanwhile, NBCU's previously recognized flexwork programs — which coach managers in leveraging flexwork to achieve business results — are becoming the default mode of operation. Employees rarely have to apply for a minor shift in regular hours. Expanded use of technology tools also has blurred the line between the new standard operating procedure and the expectation of an official approval from management. As both managers and employees become adept in leveraging wireless and web-based tools the work anywhere, work anytime practices have become internalized practices.

NBCU acquired Oxygen last year, determined to polish its new jewel. It is expanding Oxygen's "Mentor's Walk," which provides an opportunity for mentors and mentees to take a public walk in New York to demonstrate the power of women investing in other women — and underscoring Oxygen's market positioning.

That program paved the way for a new marketing and content initiative, "Woman@NBCU," intended to position NBCU's women-oriented cable and online channels as the go-to sources for authoritative research and insight into women consumers.

Turner Broadcasting System, Inc.

It's no surprise to find Turner Broadcasting System on the Best in Work/Life list this year. The programmer's innovative

programs have placed it among the work/life winners since PAR launched in 2003.

This year Turner took aim at increasing retention of women by offering a new maternity coaching benefit. Drawing new mothers back to work can be as simple as providing them with some extra attention while they are out on maternity leave. Taking time out of the work force can complicate a subsequent return, especially when new mothers hope to negotiate an alternative work schedule — flextime, part-time or telecommuting — as part of their on-ramp. Turner's new maternity coaching benefit offers expectant and new moms expert advice from nurses to help guide them through key transitions. This benefit complements Turner's on-site fitness facilities at its Atlanta, Georgia, headquarters.

In addition, Turner just launched Turner Parents, an internal business resource group designed for working parents. Turner Parents will operate as an internal focus group not just for two-parent families, but also for parents of disabled children and same-sex adoptive parents.

Recognizing that today's employees are seeking balance between careers, family life and community involvement, Turner also offers up to 40 hours of paid time annually to volunteer. The benefit reflects this year's trend of more companies offering paid time off for volunteering.

Discovery Communications

Discovery added to its rich portfolio of work/life benefits by opening its much-anticipated on-site childcare center this year. Discovery Kids Place and Crikey Cove, run by Bright Horizons Family Solutions, provides full-time care for 102 children. The center will also offer occasional care for other children and summer programs. The center and playground are dedicated to Steve Irwin and have been designed to demonstrate his commitment to conservation and love of animals. As a green company, Discovery will be designing a green curriculum to teach the children the importance of preserving the planet.

Moms' support groups seem to be re-invented with each successive generation of new moms. Discovery recently started such a group, coordinated by a human resources staffer. An online blog keeps members apprised of group happenings and provides a confidential venue for communicating on sometimes-sensitive mothering

quandaries. The group also plans occasional on-site events, such as meetings with parenting experts and a holiday celebration. Such programs cost little to launch and run; and are powerful tools for retaining working mothers in a key life transition.

Discovery continues to expand both the range of services available through its on-site wellness center, and the return on investment on the center. By framing the value of the center in terms of productivity and dollars saved, Discovery reinforces to employees the center's value as a business growth driver. The center averages \$1 million a year in savings from lowered medical costs and reduced absenteeism.

The wellness center now offers services to all dependents ages 14 and up. It has added more screenings, such as for skin cancer; an ergonomic consulting service; an on-site nutritionist; and a life coach for helping employees strengthen their internal resources for dealing with life and job stress. Discovery is now expanding its wellness clinics to its office in New York City.

Scripps Networks

The high cost of commuting is turning into a recruiting advantage for the Knoxville, Tennessee, based Scripps. Road-weary working moms, in particular, are more open than ever to a location with short, easy commutes and all the conveniences of a mid-sized city within a lunch-hour round-trip.

Pair the geographic appeal with Scripps' already well-known family-friendly culture and it is easy to see why many women stay at the company. Besides the roster of flexwork, telecommuting, and alternative work schedules widely accepted at Scripps are job-specific tools that enable women to work remotely: laptops, Blackberries and wide use of online meeting technology keep communications flowing while employees are off-site.

Scripps also adds and expands work/life programs as it measures the value to employees. Compressed workweeks, for instance, are not just for summer any more. The company also holds an annual volunteer week during which employees may take paid time during the work day to do community service for charitable organizations.

Women in Operator Call Centers

Key Findings

Operator call centers have long been avenues for recruiting women to the cable industry and promoting them into leadership positions. They offer entry-level women a door to the industry and provide an opportunity for women to gain operations experience. This year, operators' call centers have emerged as places of work/life innovation as soaring gas prices, congested commutes, and the high costs of call center expansion have spurred changes.

Working Mother Media has long encouraged operators to leverage their own broadband services as a premiere example of virtual work. Many North American businesses are interested in virtual work models — working from home and from other remote locations by leveraging broadband and wireless connections — but have hesitated to adopt wide-scale virtual work, citing a variety of barriers from management control to measuring productivity.

Cable operators can show their customers how to do it right. 2008 is a year of change for operators, as many are now piloting virtual work models with the intent of rolling out the most successful systemwide. These breakthroughs have the potential to catalyze a wave of workplace innovation at operators and may reshape the perception and reality of call center careers. Operators will have a powerful new story to tell consumers and small businesses: that cable technology equips women to grow their businesses, advance in their careers and support their families.

Call center women will particularly benefit from these innovations, and not just because they comprise the majority of call center employees and managers. Call centers are a wide-open point of entry for diverse female recruits, as managers need workers with various language skills and ethnic backgrounds, and these positions do not require a college degree.

A menu of flexible work options gives operators a powerful tool to recruit, retain and advance an ever-diversifying pool of call center women. Operators are discovering the other advantages



of virtual work: it fuels productivity; enables more split-shift and third-shift scheduling; and creates a group of always-ready workers in case of emergency. Retention and advancement of these women will hinge on an operator's ability to forge new career paths that leverage home-based work and online training systems. Top operators recognize this need and are establishing means to make it happen.

Business-to-Business Support

This year, for the first time, the PAR Initiative asked operators about the presence of women in client support for business-to-business — i.e., enterprise — services. Women comprise 36.4 percent of enterprise support staff at operators, compared to 59.6 percent of all call center employees.

Even the most progressive operators have barely begun to build bridges from consumer call centers to enterprise support centers. One operator found that only 10 percent of its

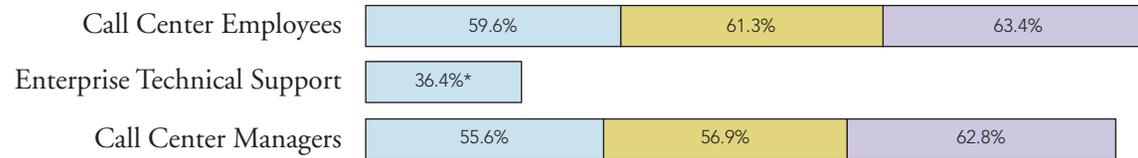
enterprise support staff of either gender migrated from consumer call centers. Working Mother Media believes that enterprise support centers represent a major new avenue for developing and advancing female technical talent.

Enterprise client support jobs are generally more complex, better paying and demand more in-depth technical skills. Enterprise support centers represent a new career path for ambitious consumer call center women, a way for operators to further develop female technical talent, and a way to retain and expand the presence of technical women.

Migrating from the consumer side to the enterprise side involves mastering certain technical skills. There are also opportunities for women on the consumer and enterprise sides to form networks, cross-mentor and work on joint projects.

Women in Operator Call Centers

Women Employees and Managers as a Proportion of ALL Employees and Managers

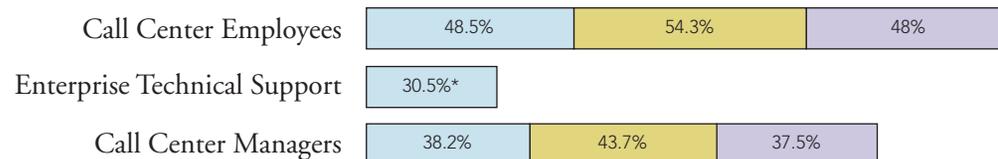


Women of Color in Operator Call Centers

Women of Color as a Proportion of ALL Employees and Managers



Women of Color as a Proportion of WOMEN Employees and Managers



2008 2007 2004

*This question was first asked in 2008

Case Study: Women in Call Centers

Time Warner Cable, Cox Communications, Inc., Tackle Virtual Work

Time Warner Cable and Cox Communications are reaping the benefits of virtual work. Both operators have embarked on ambitious programs to pilot and rollout home-based work programs for their call center employees.

Leaders of Time Warner Cable's central New York systems, for instance, assigned two regional human resources executives to tackle a home-based work pilot. They set productivity, quality and other metrics for home-based call center workers and recruited top performers into the program. Now, the operator has 30 home-based workers, many of whom are taking hard-to-fill shifts. Home-based work enabled Time Warner Cable to avoid expanding an existing call center, and the operator is now poised to roll the program out to other regions.

Cox has long had "cyber agents" based in its San Diego, California, office. The efficiencies and productivity the program delivered motivated leaders to roll out the program nationally leading to the installation of 500 home-based workers in Arizona. Cox Communications' investment in virtual work enabled it to avoid building a multimillion-dollar call center complex in Arizona. Cox now has 1,200 cyber agents, with more on the way.

Home-based work has had an unexpected benefit: greater appeal to recruits from ethnic groups that include many native-language speaking immigrant and first-generation households. In Fairfax, Virginia, Cox has increased its hiring of Spanish- and Korean-speaking call center representatives to serve better those fast-growing populations. Meanwhile, Cox continues to adapt its leadership development programs so that cyber agents can get key training to become group leads and supervisors and continue to work, at least partially, from home.

Women in Technology

Key Findings

Women comprise 15.1 percent of all cable technology employees, basically unchanged from 2007, and 24.7 percent of corporate IT employees (those dedicated to legacy functions as well as administrative systems). This year the number of women IT engineers and project directors more than doubled to 27.9 percent from 11.5 percent in 2007. This rise is consistent at both programmers and operators, reflecting the reorganization of IT departments in order to keep up with fast-growing new media and distributed-content systems.

Some large programmers have broken down functional walls between corporate IT staff and new media staff so that each works on the other's projects. This grants corporate IT staff a chance to tackle cutting-edge projects, and it exposes all IT staff to a wider variety of leaders and leadership styles. With women comprising 36.8 percent of new media employees, such cross-functional exposure helps them network with other technical women.

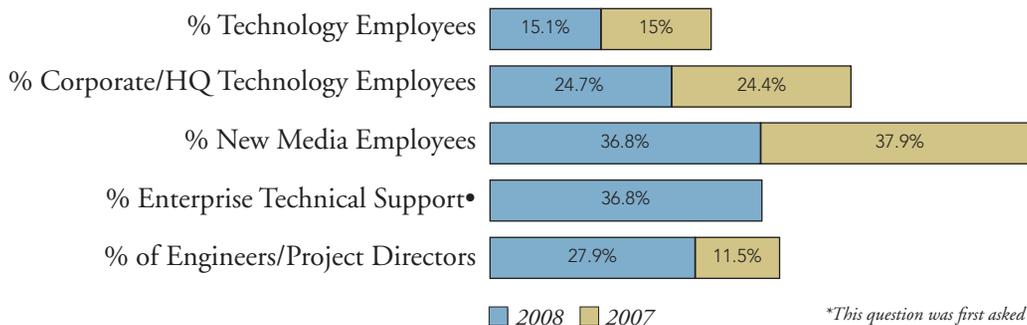
Cable employers are turning to the best sources of all to understand what it takes to retain women in technology: other women in technology. Some are finding that women technical managers tend to develop management styles that micromanage or focus too much on details and too little on the big picture.

This has inspired cable leaders, such as The Weather Channel, to introduce leadership development programs tailored to the needs of women technical managers.

Women in technology, like men in technology, gravitate towards technical challenges. But, women often have more domestic responsibilities and less personal time to take classes. Many cable companies, especially operators, offer online technical training that is especially helpful to women who can learn new skills when it is convenient. The most progressive operators outline career paths that link required skills to career advancement, i.e., showing what skills you have to master to get a certain promotion. Online programs, if properly marketed, are a low-risk way for nontechnical women to explore the possibility of gaining tech skills with an eye toward moving into a technology-related position.

Recruiting women into operators' field technician jobs continues to be a major challenge for the cable industry. Leading operators are recruiting women military veterans; collaborating with local high schools and technical schools to create cable-specific courses; and creating internships for high school girls to influence their post-secondary training and career choices.

Women in Technology



**This question was first asked in 2008*

Case Study: Women in Technology

Time Warner 'Connects' With Women Installers

Time Warner Cable's New England Division has quadrupled its number of women installers in the past two years. Sure, that only means going from 3 to 12, but pace is accelerating as the operator learns what women installers want.

In a word, says Carolyn Slocombe, vice president of human resources for the division, they want to feel "connected." With more than 300 installers working across the multistate region, any one of the women installers might never meet another woman in the course of a typical day. But the women get together twice a year for training and lunch with regional leaders.

Their feedback has resulted in low-cost, practical adaptations that make the job easier for all women. Time Warner Cable found that some of the barriers faced by women installers were literal: they needed equipment scaled to fit their generally smaller frames. The result, smaller, lighter ladders more easily handled by women installers. The group also shared hard-to-find sources for steel-toed boots in women's sizes.

"Each session is a chance to find out how it is going and how to recruit more women," says Slocombe. The group advises on efforts to reach out to middle and high school girls about installer careers, and on the design of a recruiting brochure. The women also channel customer comments to managers, which has resulted in insights such as customers' perception that women pay more attention to the details of the install.

One of the women installers already has been promoted to supervisor, and another is on a management fast track. The outreach effort has proven so successful in retaining the installers that Time Warner Cable plans to replicate it for its call center women.

Women of Color

Key Findings

Women of color face a low glass ceiling at cable employers. While women of color account for 15 percent of all employees and 11 percent of all managers, they are most strongly present in the first level of management — as 13.5 percent of first line managers. Their presence drops to 6.7 percent of all mid-managers and professionals, and 4.6 percent of senior executives.

Women of color have a slightly higher presence at programmers' senior levels, as 6.4 percent of senior executives, than they are at operators, where they are 1.9 percent of senior executives.

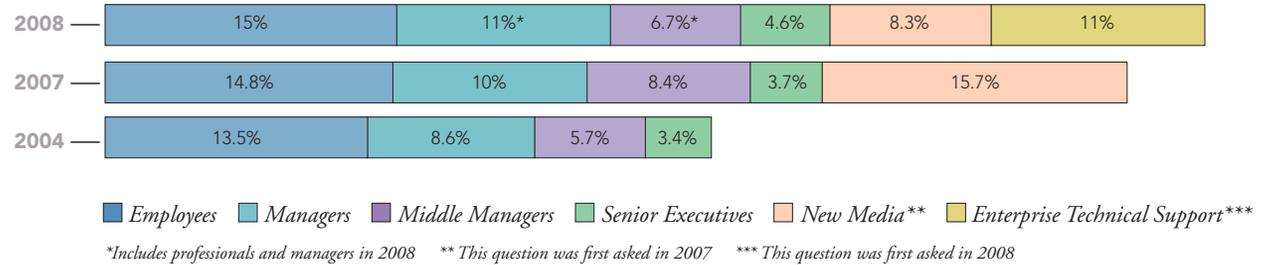
Last year, the PAR Initiative noted that new media appeared to be an exciting point of entry for women of color in technology. This year, likely due to rapidly rising numbers of new media staff, their presence has diluted from 15.7 percent to 8.3 percent.

Another emergence this year for women of color is in the operator's business-to-business support staff. Of the 28.9 percent of women of color employees in call centers overall, 11.1 percent are operators' business-to-business customer support staff. As operators strive to staff their business-to-business customer support centers, they are starting to tap into the pool of call center employees with technical aptitude. Because women of color comprise a high proportion of call center employees, operators have a chance to cross-pollinate their enterprise support centers with women of color.

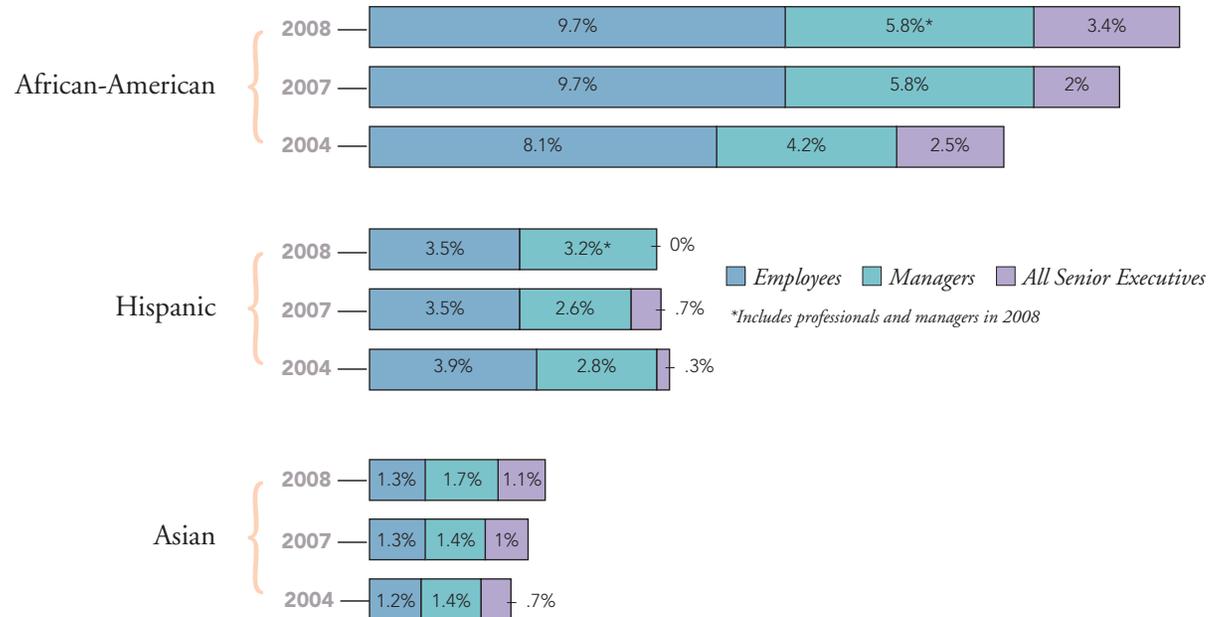


Women of Color

Women of Color as a Proportion of ALL Employees and Managers



Women of Color by Race



Trends at Small Companies

Key Findings

Small cable companies sometimes assume that they are at a disadvantage in recruiting and advancing talented staff. To the contrary, cable companies with fewer than 400 employees have more women in management at all levels, except in call centers.

Women of color also fare well at the top level of small companies. They represent 17.4 percent of all senior executives, compared to 4.6 percent overall. They are well represented in the pipeline as well, with women of color mid-managers comprising nearly double the industry level.

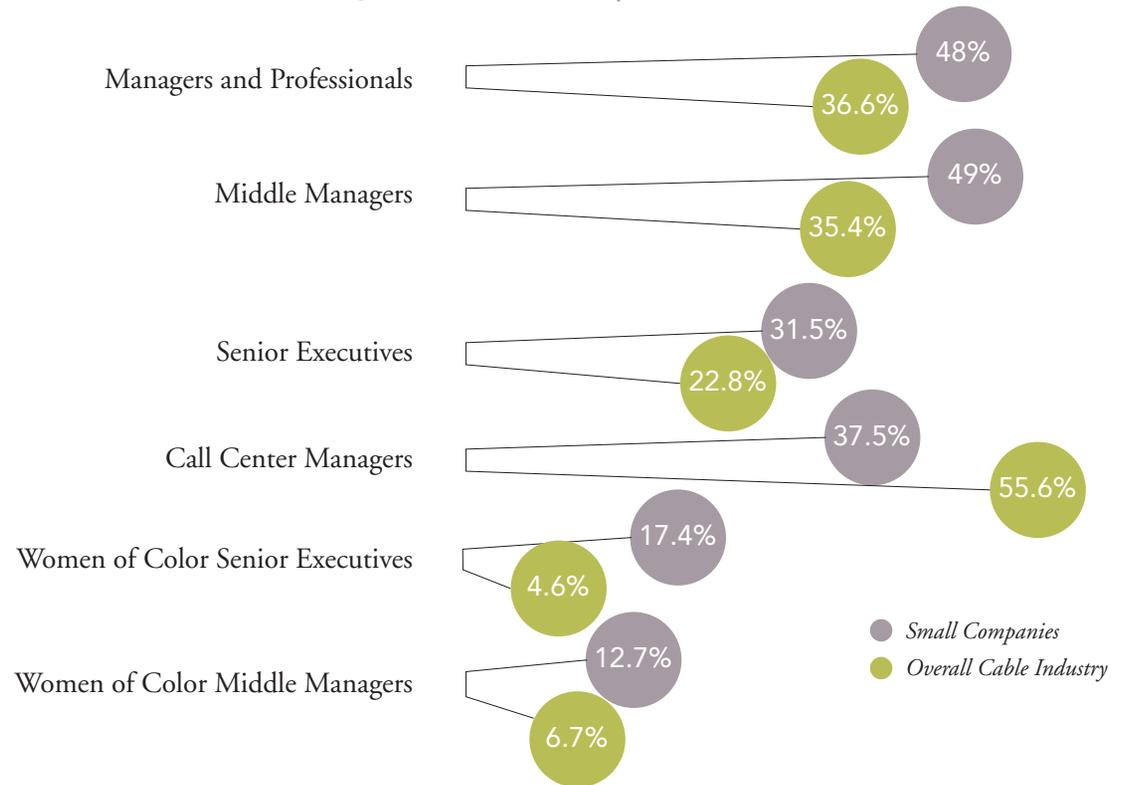
The rate of recruitment and advancement of women in technology at small companies does differ from that at larger companies. Only 12.6 percent of small company technology employees are women, compared to 15.1 percent overall. This difference is especially felt at the IT engineer and project director level as only 16.5 percent are women, compared to 27.9 percent in the overall industry.

Small companies typically rely on their cultures to deliver many of the desirable workplace factors that big companies can only deliver through structured programs. This works to some degree, but as demonstrated by prior PAR winners, most notably Oxygen Media, codifying practices ensures that small company strengths evolve as they add employees. By formalizing good practices, managers have points of reference that help them build on the company's organic strengths.

Pay equity is one area where small companies can greatly build upon. The vast majority of small companies have no formal pay equity policy. Interviews with these companies indicate that executives believe that their size informs them of all pay decisions and that they have an intuitive grasp of fairness.

There is no substitute for a clearly stated pay equity policy that links equal pay to the company's business case. Companies need clear, universally communicated policies and practices regarding how the employer sets rates for pay and bonuses. The

2008 Women Managers at Small Companies



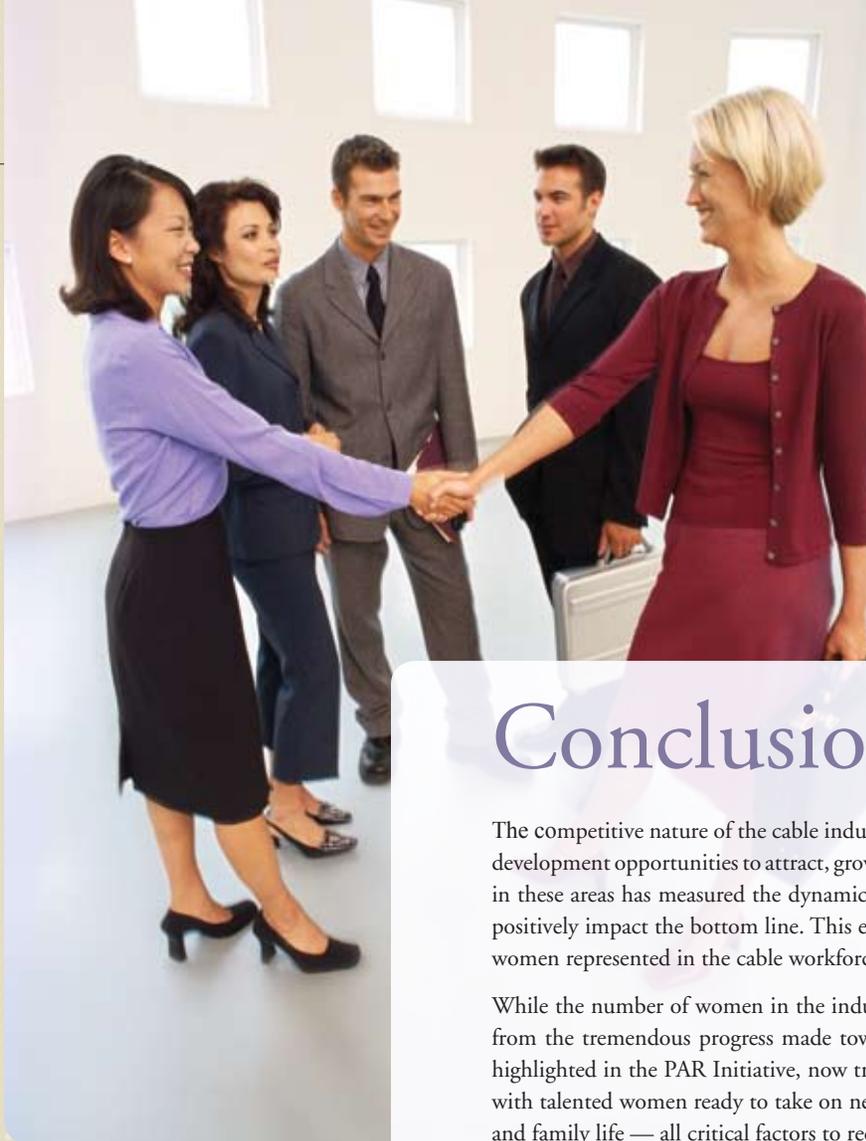
more that employees know about why they are paid what they are, the better equipped they are to advocate for equal pay for themselves and for others.

Nearly across the board, fewer small cable companies reported offering advancement programs compared to larger cable companies. Small companies appear to rely more consistently on external advancement programs, such as those offered by WICT.

Resources for work/life support vary widely at small companies. At this time, none offer after-school childcare

referrals or reserved spots for employees' children at local child care centers. But 100 percent of the surveyed small companies offer flextime programs.

In fact, this summer, one new programmer with only 40 employees constructed a best-in-class flexwork and telecommuting program that explicitly ties together productivity, client service, the business case for advancing women, and green practices. Now, this programmer has a clearly communicated, highly coveted program with full management buy-in — a powerful tool for recruiting and retaining women.



Conclusion

The competitive nature of the cable industry has set the bar for high expectations of equitable compensation policies and leadership development opportunities to attract, grow and retain top talent. WICT's six-year effort to advocate for and benchmark improvements in these areas has measured the dynamic companies of our industry as they constantly forge ahead with innovative programs that positively impact the bottom line. This effort will continue in 2009 as the industry strives to recapture the status of the number of women represented in the cable workforce achieved six years earlier.

While the number of women in the industry has not grown since PAR's launch in 2003, those now in the industry are benefiting from the tremendous progress made towards equitable pay. Robust leadership development programs, many of which were first highlighted in the PAR Initiative, now train women managers at programmers, operators, and suppliers alike, feeding the pipeline with talented women ready to take on new business initiatives. New work/life benefits support flexibility, community involvement and family life — all critical factors to recruiting and retaining men and women in the industry.

These advancements are due to the recognition by PAR participants of the essential contributions that their female employees make to the business. It is those 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 to address deficits that continue to move 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, ultimately, grow their businesses.

WICT commits to continuing the critical partnership of developing women leaders through the PAR Initiative, providing programming and leadership opportunities at the local and national level, and continuing to attract national recognition of the cable industry as a leader in employment practices for women.

Definition of Titles

Board of Directors: For publicly held companies and some nonprofits, it is the board of directors that has governance responsibility for the entire company. Members of the board will be listed both in the annual proxy statement and in the annual report.

Entry-Level Employees: These employees joined the company at the first rung. This includes both positions that do not require a college education, such as call center workers and field installers, as well as recruits directly from college to the company.

Management and Supervisory Employees and Professionals: This category includes all supervisors at every level, from the first rung of management, such as shift supervisors at call centers. It also includes all professionals, such as lawyers. This category does not include clerical staff or professionals without advanced degrees, such as bookkeepers and paralegals.

Senior Executives: These are the top level of managers at the company, also referred to as the C-level: the CEO, CFO, CTO, COO, and possibly presidents of major divisions and operations who report directly to the CEO.

Middle Managers: This category includes department and division heads and general managers, one level below the CEO's direct reports. In some companies, this will include regional managers or managers of key departments of divisions. This can include professionals.

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

First-Line Managers: This category includes those employees in their first management jobs, such as call-center team leaders or shift supervisors, assistant department heads, and IT team leaders. This category does not include professionals.

Technology Employees: This group 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 such as accounting systems.

Corporate HQ Technology Employees: These employees run both “legacy systems” that support key corporate 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.

IT Project Management and Product Development: These technical employees work with marketing and related groups to design, test and roll out new platforms for content delivery (such as streaming video) and new services (such as HDTV and digital phone).

New Media Employees: These technical employees introduce and operate new platforms for content delivery and new 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.

Installer Employees: Installers visit customer locations to run the wires and hook up new cable services.

Business-to-Business Customer and Technical Support Staff: This category, new in 2008, includes tech employees who provide technical design, installation and support to business customers of all sizes.

Customer Contact and Call Centers: Primarily applicable to operators, this is the customer-facing function that handles billing, installation, cross marketing and other communications directly with customers. These communications might be through phone, e-mail, Web-based online chat, fax or other technologies.

Call Center/Customer Support Employees: These employees provide customer support, scheduling and retention.

Call Center Customer Support Managers: These managers run the call centers and include first-rung supervisors, such as shift supervisors or team leaders, to the VP of customer support.

Senior Corporate Officers: Top level management: senior vice president, executive vice presidents, chief financial officer, chief operating officer, chief technology officer, and chief executive officer. Also includes chiefs of major operating divisions and regions.

Women in IT: Information technology staff who run networks, IT infrastructure, Web functions, databases and other IT functions that support staff tasks and marketing. For operators, this can mean 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 company mirrors the code of the EEOC with no follow-up practices and no ongoing surveys to determine effectiveness or improve conditions unless provoked.

Basic Policy: A “basic” pay equity policy is a generic policy, typically included with other EEOC-required verbiage about equal employment. It does not reflect the unique culture of the company nor does it require accountability for measurement of the policy's adoption and consequences. Companies with basic policies conduct a pay equity survey once a year, but do not benchmark salaries against industry standards and do not consistently analyze salaries of women against other factors such as tenure and race.

Good Policy: A “good” pay equity policy is framed in the company's own language and in the context of its business imperative. Companies with good policies conduct pay equity surveys as often as quarterly. These surveys benchmark women's 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.

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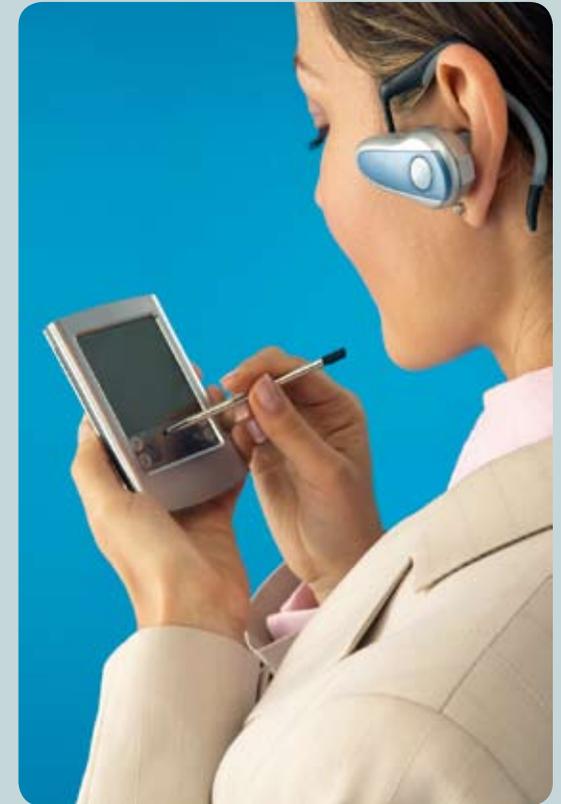
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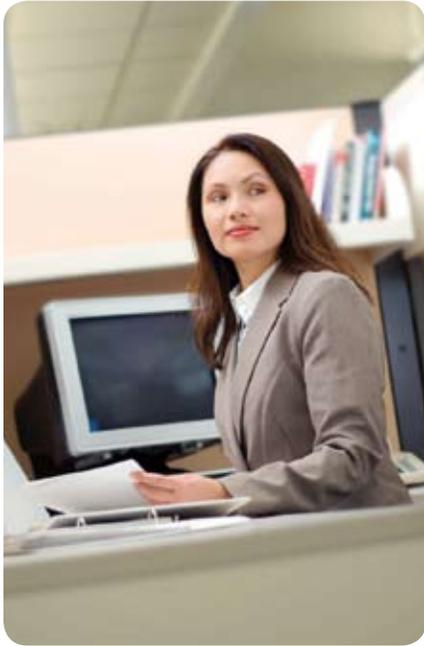
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Methodology

Working Mother Media conducted The PAR Initiative survey by mail and via telephone interviews from April 2008 through August 2008. Women in Cable Telecommunications, with input from its members and human resources professionals in cable, compiled the list of companies that received the survey via mail. Companies that completed the 2007 survey received customized invitations to again participate. The effort yielded 40 useable responses.

Status of Women as a Determining Factor

It is the philosophy of Working Mother Media that actual results — i.e., the 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 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 sublists.

Collecting and Scoring Quantitative Data

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

Working Mother Media compiled, reviewed and proofed 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 asked participating companies a wide variety of questions relating to pay policies (P); leadership and advancement opportunities (A); and resources for work/life support (R) to gain the full picture 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, especially regarding components of company culture that are hard 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.

Change in Methodology

The 2008 PAR Initiative survey reflects a change in methodology that affected some statistics, invalidating comparisons with prior year's results for those categories.

This year, WICT collaborated with National Association for Multi-Ethnicity in Communications (NAMIC) to create common definitions for core demographic questions asked in both organizations' industry surveys. The goal was to make it more efficient for employers to collect internal statistics and report them in each survey. For PAR, material changes in statistical definitions most affected the categories of management (which now includes professionals) and mid-level managers (which now includes professionals). Professionals are lawyers, certified public accountants, and other highly skilled staffers who have little or no management responsibilities and no operating responsibilities. Comparisons between 2008 and prior years' results are not valid for these categories. In addition, the PAR Initiative collects data on full-time domestic cable employees only.

Definitions for line managers (those at the first level of supervisory capacity); senior managers (CEOs, CFOs, COOs, etc. and those who run major divisions or regions); women in technology; and women in call centers were affected minimally or not at all. Comparisons between 2008 and prior years' results are generally valid for these categories, though a few companies did change their reporting to reflect the new definitions and their own reorganizations.



About PAR, WICT and Working Mother Media



About PAR

Since 2003, the 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.

The initiative collects data on an annual basis through an official survey of detailed questions. After this rigorous process, all participating companies receive their results, a confidential scorecard that measures their current state against past performance and the industry overall, and a private assessment and consultation with WICT research partner Working Mother Media.

The PAR Initiative assigns rankings to its annual lists of the Best Companies for Women in Cable based on practices and programs that create a more equitable, resourceful and thriving work environment.

The PAR Initiative offers a roadmap for identifying and tracking inequality and pinpointing where there is room for improvement. Companies then can apply this information to such areas as employee retention and recruiting, and to such crucial practices as establishing a pay equity policy. WICT's PAR Initiative affects the entire cable industry by creating benchmarks for a more diverse and fair work environment.

P = *Pay equity*

A = *Advancement opportunities*

R = *Resources for work/life support*



About WICT

Women in Cable Telecommunications (WICT) is the oldest and largest professional association serving women in the cable telecommunications industry. 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 industrywide 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.

For more information on the PAR Initiative, visit www.wict.org and click on "PAR" 



Women in Cable
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