

Pay equity
Advancement opportunities
Resources for work/life support

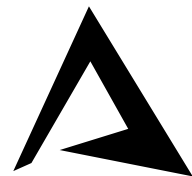
**WICT Foundation
PAR Initiative 2004
Executive Report**

Celebrate the Best Companies of 2004



Women in Cable &
Telecommunications™
FOUNDATION

WORKINGMOTHERMEDIA



WICT FOUNDATION
PAR INITIATIVE

INTRODUCTION / OVERVIEW

The PAR Initiative Components

The multi-question official PAR Initiative survey is the main source of data collection used to report the results in this executive report, industry scorecard and Best Companies for Women in Cable lists. Additionally, a confidential scorecard is developed for participating companies and is submitted after the survey data process. This scorecard measures that company's specific PAR Initiative scores against a snapshot of the current state of the industry.

Best Practices Shared in this Executive Report

Though there are many best practices employed by cable operators and programmers, due to the confidentiality parameters of the PAR Initiative, those practices shared are only from participating companies that appear on the Best Companies for Women in Cable lists.

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In 2003, the Women in Cable & Telecommunications Foundation unveiled results from the PAR Initiative, a groundbreaking advocacy program dedicated to measuring the advancement of women in three key areas: **P**ay equity, **A**dvancement opportunities and **R**esources for work/life support. Twenty-eight companies participated, resulting in the industry's first real snapshot of the status of women employees in the cable industry.

In 2004, 32 companies have participated in the PAR Initiative, including 20 returning companies. Now, the PAR Initiative program not only measures the current landscape of women in the industry, but it also provides an important statistical look at growth and/or decline in the three key areas.

The Success of the PAR Initiative

In just one year, the PAR Initiative has made an impact on the industry: companies participating in the 2003 PAR Initiative have implemented new processes and adjusted inequities to move toward a smart, diverse and fair work environment. Over the years, these types of improvements benefit the climates of cable companies, the industry as a whole and an entire future generation of leaders.

Comparing 2003 to 2004

Throughout this executive report, you will find comparisons from 2004 to 2003. In some cases, there is statistical representations that reflect our industry, while elsewhere the data represents the 20 companies that participated both years. While each comparison is valid, there are areas of the report which reference how some comparable data is affected by more comprehensive reporting by companies this year, new questions on the 2004 survey, and variables in the size and scope of participating companies this year.

The 2004 PAR Initiative The Highlights of 2004

Impact and Progress

When the PAR Initiative advocacy program launched in 2003, it was an unprecedented measurement of the status of women employees within the cable industry. At that time, once the survey data was compiled and analyzed by Working Mother Media, there was little indication how the industry would react to the unveiling of the results. After all, while some companies were solid performers in equal representation, much of the data was still dismal.

In 2004, the industry now has the benefit of measuring the pace of progress within just 12 months. An impressive 20 companies (operators and programmers) have participated in both the 2003 and 2004 PAR Initiative. And in 2004 there are 32 participating companies, up from 28 in 2003. The year-to-year snapshots, both industry wide and from the “PAR Initiative 20,” allows us to draw more formidable conclusions about the state of the industry.

If there were a need to sum up the results of the 2004 PAR Initiative in just two words, they would be “impact” and “progress.” To begin, the 2003 PAR Initiative has already impacted change, measured by the results and data from the 2004 PAR Initiative. That is, the combination of the intensive survey and the customized service of the confidential scorecard/analysis has brought to the forefront the three key areas of Pay equity, Advancement opportunities and Resources for work/life support. Human resources departments in the industry are engaged in this annual self-analysis and awareness activity, resulting in revisions, updates and additions to internal policies.

Additionally, the 2004 data supports the belief that the industry is progressing towards a model of equal representation. Certainly this progress cannot be made overnight and there are strides still needed in many areas, but the increases in percentages and proportions are proof that the PAR Initiative is positioned in the industry to accomplish its major goal—creating the equal playing field for all employees of the industry.

Throughout this executive report, you will find charts, graphs, statistics and best practices to support the findings of the PAR Initiative 2004. A few of the major highlights from 2004 include:

Industry Scorecard

- Overall the percentage of women in management increased, from 28.6% to 38.34%. The percentage of women of color as a proportion of all managers increased from 6.4% to 8.67%.
- Of the 2004 participating companies, 46.9% have no formal pay equity policy.
- Advancement opportunities for women increased overall. The greatest gains were in leadership training for entry-level women, informal mentoring (company wide), and career planning and retention for women in IT, technical and engineering.
- Among the 20 companies participating both years, some of the largest gains for resources for work/life support were in on-site childcare and elder care referral.

Operators Participating in 2003 and 2004

- From 2003 to 2004, the percentage of women managers stayed even.
- Though the number of senior women executives eroded by 3.4%, the women of color in this group moved from .9% to 2.9%.

Programmers Participating in 2003 and 2004

- The number of women managers overall increased from 11.2% to 42.6%.
- Women of color, as a proportion of all managers, moved from 2.56% to 9.68%.

BUSINESS CASE

The Business Case for the PAR Initiative

The best way for a company to meet the needs of its customers is to “look like” them. Today, your most influential customer is arguably the American woman. Women purchase 83 percent of all household products and services,* including cable and telecommunications services, and control \$5.2 trillion in spending.** According to the Cable Television Advertising Bureau, cable ratings among working women, ages 18-49, account for 42.3% of prime time cable viewers for the 2002-2003 season.

Results from a 2004 study (The Bottom Line: Connecting Corporate Performance and Gender Diversity), developed by Catalyst, indicate that companies with a high representation of women in senior management positions financially outperform companies with proportionally fewer women at the top. This study confirms the business case that Catalyst has supported for the past 40 years: gender diversity is indeed a characteristic of companies with excellent financial performance and it's smart business to develop women managers and leverage that talent by giving them a seat at the decision-making table.

Results of the 2004 Catalyst Study:

- Companies that have higher women's representation on their top management teams financially outperformed those companies with lower women's representation.
- Leadership teams that leverage diversity are likely to be creating effective policies, programs, and systems as well as a work culture, that maximize a variety of a company's assets and creates new ones.
- Companies that recruit, retain and advance women will benefit for a number of reasons. For one, employers that focus on diversity will be better positioned to tap into this increasingly educated and skilled segment of the talent pool. Additionally, with women initiating and influencing purchasing decisions, the company that leverages its female talent internally will be better able to develop products and services that could appeal to its external customers.

Methodology

The PAR Initiative survey was conducted by mail and telephone interviews from April 2004 through July 2004. The list of companies that received the survey via mail was compiled from members and Human Resources professionals provided by Women in Cable & Telecommunications. Follow up by phone and e-mail communication was conducted by Working Mother Media during the Spring of 2004 to approximately 50 companies deemed high potential due to prior interest in the survey. Companies that completed the 2003 survey received customized invitations to again participate. The effort yielded 32 useable responses.

* *Marketing to Women* by Marty Barletta

** *Competitive Edge* magazine, “Marketing to Women”

2004 Key Industry Statistics

Note: 28 companies participated in 2003; 32 companies participated in 2004.

Since these statistics are not a precise year-over-year comparison, no percentage differences are calculated for them.

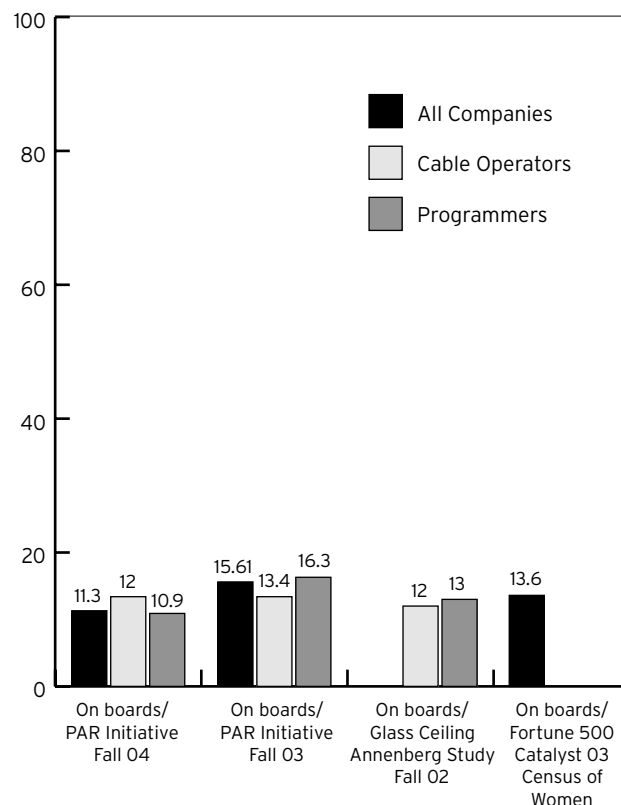
PAR Initiative 2004

- 20 of these 32 participating companies participated both in 2003 and 2004.
- The participating operators account for 7 of the top 10 systems in the country and 98% of the subscribers of the top 25 MSOs, according to the National Cable and Telecommunications Association, March 2004.
- The participating programmers include 14 of the top 20 cable networks (NCTA, October 2004)

Board of Directors—Publicly Held Companies

Each of the nine publicly held companies surveyed this year had a woman on its board of directors. Only one company, a programmer, had two women. On average, women accounted for 11.3% of the board members of the publicly held companies that participated in the PAR Initiative survey. Women have lost ground on boards: in 2003, the survey found that women accounted for 15.6% of the directors of all cable companies surveyed, including both public and private companies.

Percentage of Women Directors



DEFINITIONS OF MANAGEMENT TITLES

Women employees

full-time employees

Managers

all managers, from first-level supervisors to CEOs

Entry-level management

team leaders, project leaders and first-level supervisors

Middle management

managers in charge of departments, divisions, line of business, regions, or major projects or project teams

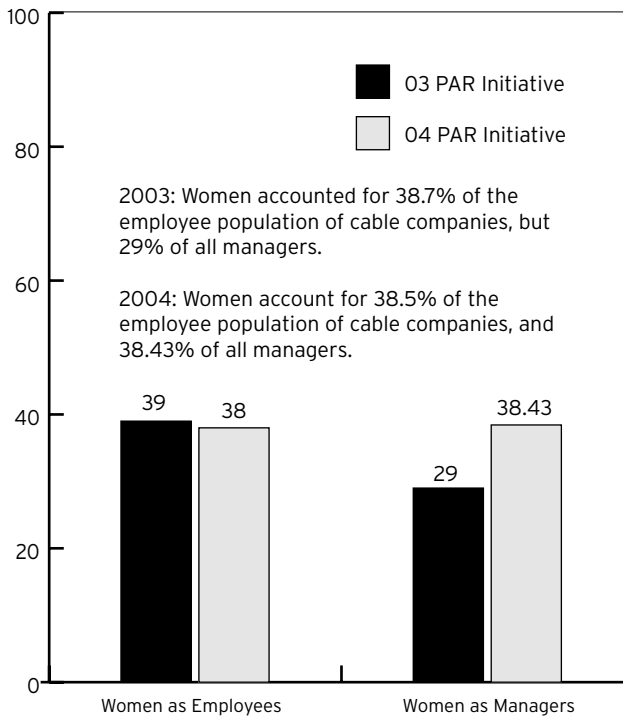
Senior management

executive level typically with 'chief' titles: chief executive officer, chief information officer, chief operating officer, etc. as well as presidents

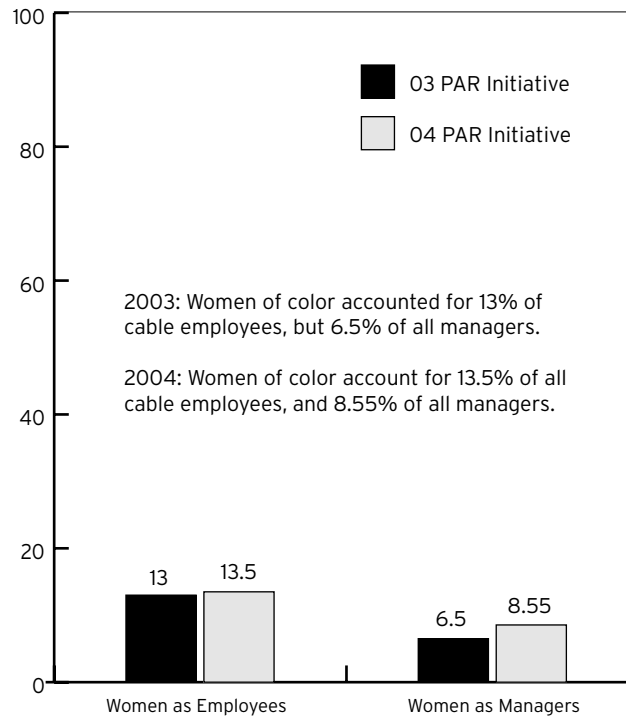
KEY FINDINGS

A Representation of Companies Participating in the 2004 PAR Initiative

Percentage of Women as Employees and Managers



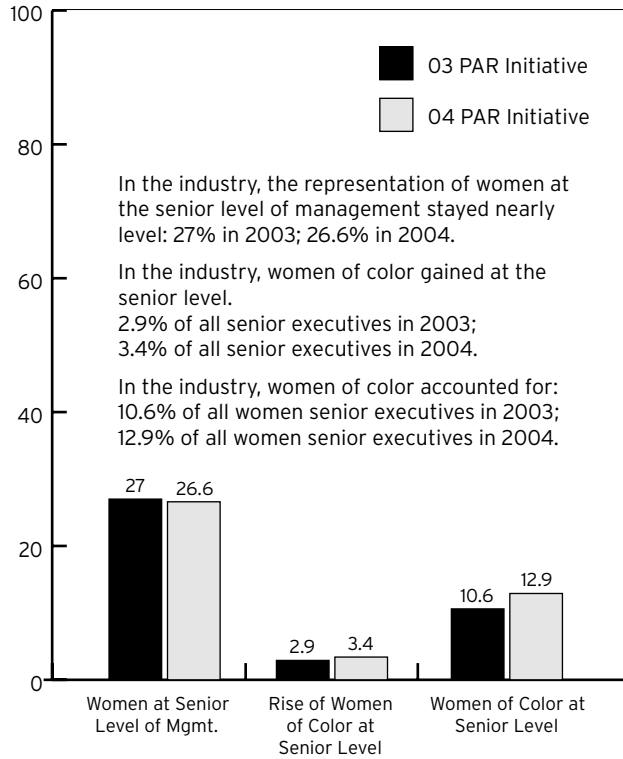
Percentage of Women of Color as Employees and Managers



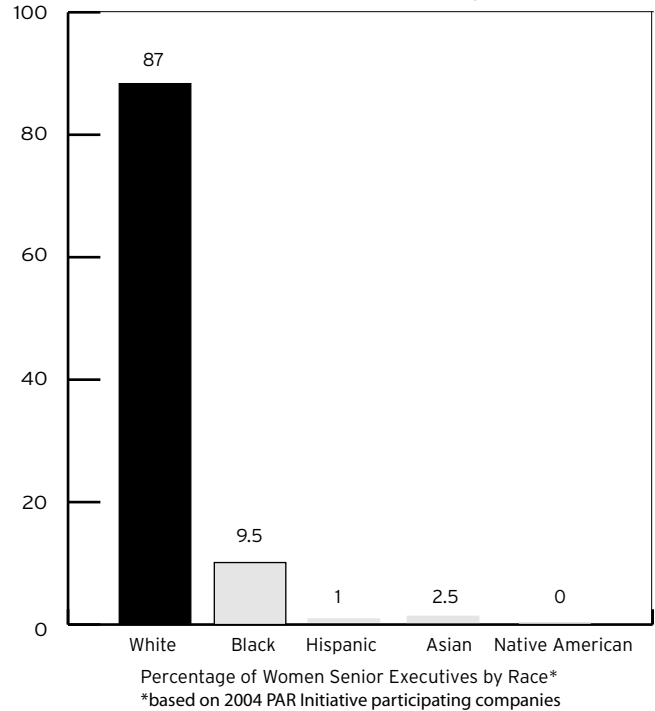
Women made progress in most categories from the previous year. Part of the gain is from the greater participation of large cable companies where women fare well. Additionally, another factor is due to the efforts of participating companies to retain women already in the pipeline. As well, some companies in the process of merging or reorganizing kept diversity top of mind and tried to advance women in the process. And did so with some success.

Women of color gained an improved foothold in the industry, but not at the same proportion as women overall. Strides for women of color remain relatively unchanged as companies have not yet improved their recruiting tactics.

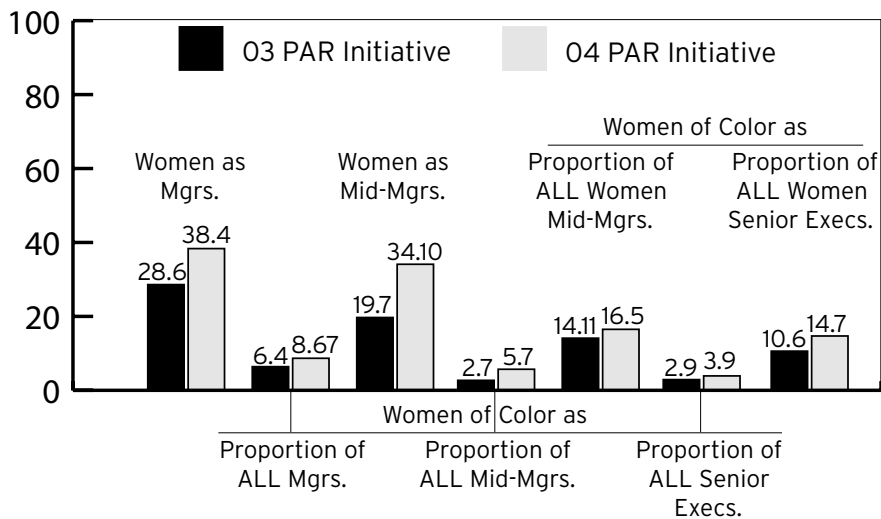
Percentage of Women of Color in Senior Management



Women of Color in Management



20 Companies Participating in the PAR Initiative Both Years Changes from 2003 to 2004



2004 INDUSTRY SCORECARD

TABLE A | A Representation of Companies Participating in the 2004 PAR Initiative

	Industry Avg.		Operators		Programmers	
	2003	2004	2003	2004	2003	2004
Women Employees & Managers as a Proportion of ALL employees & Managers						
% of Employees	38.7%	38.5%	37.9%	37.6%	48.1%	46.8%
% of Managers	29.0%	38.4%	38.2%	37.6%	11.7%	44.1%
% of Mid Managers	19.7%	33.4%	24.3%	30.7%	14.1%	42.6%
% of Senior Executives	26.7%	26.6%	19.1%	18.4%	37.8%	31.5%
Women of Color as a Proportion of ALL Employees & Managers						
% of ALL Employees	13.0%	13.5%	13.0%	13.3%	15.0%	14.8%
% of ALL Managers	6.5%	8.5%	8.5%	8.4%	2.6%	9.9%
% of ALL Mid Managers	2.7%	5.7%	3.2%	4.6%	2.2%	8.3%
% of ALL Senior Executives	2.9%	3.4%	1.1%	2.5%	4.8%	4.1%
Women of Color as a Proportion of WOMEN Employees & Managers						
% of Women Employees	34.0%	35.0%	34.3%	35.4%	31.6%	31.6%
% of Women Managers	22.3%	22.2%	22.2%	22.2%	22.6%	22.6%
% of Women Mid Managers	13.9%	16.6%	13.2%	15.0%	15.3%	19.6%
% of Women Senior Executives	10.6%	12.9%	6.0%	13.7%	12.7%	13.0%
PAY EQUITY						
% companies with no formal pay equity policy		46.9%		41.7%		44.4%
% companies with basic formal pay equity policy		21.9%		50.0%		5.6%
% companies with good formal pay equity policy		31.3%		8.3%		50.0%
% companies with a pay equity policy	25.0%					
% companies that do not conduct internal pay equity surveys		12.5%		8.3%		11.1%
% companies that conduct basic internal pay equity surveys		43.8%		50.0%		38.9%
% companies that conduct good internal pay equity surveys		43.8%		41.7%		50.0%
% companies that conduct internal pay equity policies	25.0%					
ADVANCEMENT OPPORTUNITIES						
Program:	Industry Avg		Operators		Programmers	
	2003	2004	2003	2004	2003	2004
Leadership Training for:						
high-ranking women	71.0%	75.0%	67.0%	75.0%	79.0%	72.2%
mid-level women	64.0%	75.0%	50.0%	75.0%	79.0%	72.2%
entry-level women	29.0%	65.6%	25.0%	66.7%	36.0%	66.7%
Financial Training for:						
non-financial managers	43.0%	56.3%	58.0%	50.0%	29.0%	61.1%
rotation into operating positions	18.0%	25.0%	33.0%	33.3%	0.0%	16.7%

Advancement Opportunities, cont'd							
Program:	Industry Avg		Operators		Programmers		
	2003	2004	2003	2004	2003	2004	
Formal Mentoring:							
company wide	39.0%	43.8%	42.0%	41.7%	36.0%	44.4%	
company headquarters only	11.0%	18.8%	8.0%	8.3%	14.0%	22.2%	
Informal Mentoring:							
company wide	54.0%	68.8%	58.0%	66.7%	50.0%	66.7%	
company headquarters only	36.0%	31.3%	58.0%	33.3%	21.0%	27.8%	
Career Planning & Retention:							
for mid-level managers	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	
for women in IT, technical and engineering participation in external women's development programs (i.e. Smith College, Menttium)	32.0%	50.0%	33.0%	50.0%	29.0%	50.0%	
	57.0%	53.1%	33.0%	41.7%	79.0%	61.1%	
Corporate Women's Network:							
company-wide	21.0%	25.0%	8.0%	16.7%	29.0%	27.8%	
company headquarters only	7.0%	18.8%	8.0%	16.7%	7.0%	16.7%	
RESOURCES FOR WORK/LIFE SUPPORT							
Program:							
Flex time	75.0%	78.1%	75.0%	75.0%	71.0%	77.8%	
Full time telecommuting	43.0%	50.0%	33.0%	50.0%	50.0%	44.4%	
Career track part time	46.0%	46.9%	33.0%	33.3%	50.0%	50.0%	
Job-sharing	43.0%	40.6%	33.0%	16.7%	57.0%	55.6%	
Other benefits (on-site health screenings, etc.)		50.0%		41.7%		61.1%	
On-site amenities		53.1%		50.0%		55.6%	
Elder care referral	54.0%	59.4%	42.0%	58.3%	71.0%	61.1%	
Back-up child care	50.0%	59.4%	42.0%	41.7%	64.0%	72.2%	
After school / vacation care	39.0%	46.9%	25.0%	33.3%	57.0%	55.6%	
Reserved spots for employees' children at local child care centers	21.0%	15.6%	25.0%	16.7%	21.0%	16.7%	
On-site child care	11.0%	15.6%	8.0%	16.7%	14.0%	16.7%	
Women in Call Centers—Operators Only not Surveyed in 2003							
% women call center employees							63.4%
% women call center managers							62.8%
% women of color all call center employees							30.4%
% women of color all call center managers							23.5%
% women of color, women call center employees							48.0%
% women of color, all call center managers							37.5%

2004 INDUSTRY SCORECARD

**TABLE B | 2003-to-2004 Comparisons
of 20 Companies Participating in the PAR Initiative Both Years**
Percent Change 2004 over 2003

	2003%	2004%
Women Employees and Managers as a Proportion of ALL Employees and Managers		
% women employees	38.37%	38.34%
% Women Managers	28.64%	38.40%
% mid Managers	19.70%	34.10%
% Senior Executives	27.23%	26.71%
Women of Color as a Proportion of ALL Employees & Managers		
% of all employees	13.22%	13.62%
% of all managers	6.43%	8.67%
% of all mid managers	2.70%	5.70%
% of all senior executives	2.89%	3.94%
Women of Color as a Proportion of WOMEN Employees and Managers		
% women employees	34.45%	35.53%
% women managers	22.45%	22.57%
% women mid managers	14.11%	16.50%
% women executives	10.62%	14.74%
PAY EQUITY		
% companies with no formal pay equity policy	65.00%	40.00%
% companies with basic formal pay equity policy	10.00%	25.00%
% companies with good formal pay equity policy	25.00%	35.00%
% companies that do not conduct internal pay equity surveys	10.00%	5.00%
% companies that conduct basic internal pay equity surveys	30.00%	40.00%
% companies that conduct good internal pay equity surveys	60.00%	55.00%
ADVANCEMENT OPPORTUNITIES		
Leadership Training for		
High ranking women	70.00%	85.00%
Mid-level women	65.00%	85.00%
Entry level women	35.00%	80.00%
Financial Training for:		
non-financial managers	40.00%	70.00%
rotation into operation positions	15.00%	30.00%
Formal Mentoring		
Company wide	35.00%	50.00%
Company HQ only	10.00%	25.00%

	2003%	2004%
Advancement Opportunities, cont'd		
Informal Mentoring		
Company wide	55.00%	75.00%
Company HQ only	35.00%	45.00%
Career Planning & Retention		
Midlevel managers	50.00%	65.00%
Women in IT, tech, engineering	35.00%	60.00%
Participation in external women's development programs	65.00%	75.00%
Corporate Women's Network		
Company wide	25.00%	35.00%
Company HQ only	10.00%	20.00%
RESOURCES FOR WORK/LIFE SUPPORT		
Flex time	70.00%	80.00%
Full time telecommuting	50.00%	50.00%
Career track part time	45.00%	55.00%
Job-sharing	55.00%	50.00%
Other benefits (on-site health screenings, etc.)	45.00%	70.00%
Elder care referral	55.00%	75.00%
Back-up child care	60.00%	75.00%
After school/vacation care	50.00%	55.00%
Reserved spots for employees' children at local child care centers	25.00%	20.00%
On-site child care	15.00%	20.00%

2004 INDUSTRY SCORECARD

TABLE C
ALL OPERATORS Participating in the 2003 and 2004 PAR Initiative
Percent Change 2004 over 2003

	2003%	2004%
Women Employees and Managers as a Proportion of ALL Employees and Managers		
% women employees	37.53%	37.64%
% Women Managers	38.11%	37.83%
% mid Managers	23.26%	30.75%
% Senior Executives	19.05%	18.41%
Women of Color as a Proportion of ALL Employees & Managers		
% of all employees	13.04%	13.56%
% of all managers	8.53%	8.53%
% of all mid managers	3.14%	4.67%
% of all senior executives	0.87%	2.93%
Women of Color as a Proportion of WOMEN Employees and Managers		
% women employees	34.74%	36.03%
% women managers	22.38%	22.54%
% women mid managers	13.52%	15.18%
% women executives	4.55%	15.91%
PAY EQUITY		
% companies with no formal pay equity policy	87.50%	50.00%
% companies with basic formal pay equity policy	0.00%	50.00%
% companies with good formal pay equity policy	12.50%	0.00%
% companies that do not conduct internal pay equity surveys	12.50%	0.00%
% companies that conduct basic internal pay equity surveys	37.50%	50.00%
% companies that conduct good internal pay equity surveys	50.00%	50.00%

	2003%	2004%
ADVANCEMENT OPPORTUNITIES		
Leadership Training for		
High ranking women	50.00%	87.50%
Mid-level women	37.50%	87.50%
Entry level women	25.00%	87.50%
Financial Training		
for non-financial managers	50.00%	62.50%
rotation into operation positions	37.50%	50.00%
Formal Mentoring		
Company wide	37.50%	50.00%
Company HQ only	0.00%	12.50%
Informal Mentoring		
Company wide	62.50%	62.50%
Company HQ only	50.00%	50.00%
Career Planning & Retention		
Midlevel managers	37.50%	62.50%
Women in IT, tech, engineering	37.50%	62.50%
Participation in external women's development programs	37.50%	62.50%
Corporate Women's Network		
Company wide	12.50%	25.00%
Company HQ only	12.50%	25.00%
RESOURCES FOR WORK/LIFE SUPPORT		
Flex time	62.50%	75.00%
Full time telecommuting	50.00%	50.00%
Career track part time	37.50%	50.00%
Job-sharing	50.00%	25.00%
Other benefits (on-site health screenings, etc.)	50.00%	62.50%
Elder care referral	37.50%	87.50%
Back-up child care	50.00%	62.50%
After school/vacation care	37.50%	50.00%
Reserved spots for employees' children at local child care centers	25.00%	25.00%
On-site child care	12.50%	25.00%

2004 INDUSTRY SCORECARD

TABLE D
ALL PROGRAMMERS Participating in the 2003 and 2004 PAR Initiative
Percent Change 2004 over 2003

	2003%	2004%
Women Employees and Managers as a Proportion of ALL Employees and Managers		
% women employees	47.79%	45.46%
% Women Managers	11.15%	42.55%
% mid Managers	13.77%	40.39%
% Senior Executives	37.50%	32.46%
Women of Color as a Proportion of ALL Employees & Managers		
% of all employees	15.24%	14.21%
% of all managers	2.56%	9.68%
% of all mid managers	2.1%	7.72%
% of all senior executives	5.43%	4.64%
Women of Color as a Proportion of WOMEN Employees and Managers		
% women employees	31.90%	31.26%
% women managers	22.94%	22.75%
% women mid managers	15.23%	19.12%
% women executives	14.49%	14.29%
PAY EQUITY		
% companies with no formal pay equity policy	50.00%	33.33%
% companies with basic formal pay equity policy	16.67%	8.33%
% companies with good formal pay equity policy	33.33%	58.33%
% companies that do not conduct internal pay equity surveys	8.33%	8.33%
% companies that conduct basic internal pay equity surveys	25.00%	33.33%
% companies that conduct good internal pay equity surveys	66.67%	58.33%

	2003%	2004%
ADVANCEMENT OPPORTUNITIES		
Leadership Training for		
High ranking women	83.33%	83.33%
Mid-level women	83.33%	83.33%
Entry level women	41.67%	75.00%
Financial Training		
for non-financial managers	33.33%	75.00%
rotation into operation positions	0.00%	16.67%
Formal Mentoring		
Company wide	33.33%	50.00%
Company HQ only	16.67%	33.33%
Informal Mentoring		
Company wide	50.00%	83.33%
Company HQ only	25.00%	41.67%
Career Planning & Retention		
Midlevel managers	58.33%	66.67%
Women in IT, tech, engineering	33.33%	58.33%
Participation in external women's development programs	83.33%	83.33%
Corporate Women's Network		
Company wide	33.33%	41.67%
Company HQ only	8.33%	16.67%
RESOURCES FOR WORK/LIFE SUPPORT		
Flex time	75.00%	83.33%
Full time telecommuting	50.00%	50.00%
Career track part time	50.00%	58.33%
Job-sharing	58.33%	66.67%
Other benefits (on-site health screenings, etc.)	41.67%	75.00%
Elder care referral	66.67%	66.67%
Back-up child care	66.67%	83.33%
After school/vacation care	58.33%	58.33%
Reserved spots for employees' children at local child care centers	25.00%	16.67%
On-site child care	16.67%	16.67%

KEY FINDINGS

Greatest Statistical Change for the Industry

(calculated for the 20 companies that participated in both the 2003 and 2004 PAR Initiative)

Overall, the percentage of women in management increased. Women of color gained significantly at the mid and senior levels.

From 2003 to 2004, the percent of women managers increased from 28.6% to 38.4%.

Companies worked hard to retain women. The loyalty of women is key for cable companies to continue to gain subscribers and to claim more services in subscriber homes. Working Mother Media's perception is that as cable functions more as a supplier of variable services, executives realize that women inside the organization can help make that case to women consumers.

As well, Working Mother Media saw increased training for middle management women and some efforts at better recruiting (i.e. women in technology). The addition of the category of "first line supervisors" at this level turned out to have a 40% proportion of women, which of course, helped to increase the numbers.

From 2003 to 2004, the percent of women of color as a proportion of all managers increased from 6.4% to 8.67%.

Women of color gained, but not at the same proportion as women overall. The industry had a hard time finding qualified women of color as many companies aren't sure how to recruit effectively.

From 2003 to 2004, the percent of women middle managers increased from 19.7% to 34.10%.

Working Mother Media believes that this is partly due to the addition of a management category. This year, first-line supervisors were added to the survey. This changed the way companies thought about "the line" between middle and first line managers. Strides for women of color remain relatively unchanged as companies have not yet improved their recruiting tactics.

Yet, companies did buckle down and add programs to train women in mid management, and added mentoring, which helps women feel there is an upward track for them. These two factors help women see their future at their companies and help companies retain them. As well, some of the positive change is due to more efforts at diversity.

Overall, industry wide, the percentage of all women in senior management edged down slightly, by 2%.

- The percentage of women of color middle managers among ALL MID MANAGERS more than doubled—increased from 2.7% to 5.7%. The same tactics that retain women in middle management overall also affect women of color. Mentoring, in particular, helps take the edge off their sense of isolation.
- The percentage of women of color among ALL WOMEN MID MANAGERS increased from 14.11% to 16.5%.

Women of color also gained significantly, though not as dramatically, at the senior level.

The percentage of women of color among ALL SENIOR EXECUTIVES increased from 2.9% to 3.9%.

The percentage of women of color among ALL SENIOR WOMEN EXECUTIVES increased from 10.6% to 14.7%.

Women of color are moving ahead more quickly than all women. While the percentage of all women in management has increased, the percentage of women of color is growing even faster. The industry's challenge is to avoid a zero-sum growth scenario, in which a stagnant percentage of management slots are occupied by women, even as women of color become more representative within that percentage.

Greatest Statistical Change for OPERATORS

(calculated for the OPERATORS that participated in both the 2003 and 2004 PAR Initiative)

Operators that are undergoing reorganization and mergers have worked hard to retain and advance women despite the turmoil. Operators are also starting to realize the value of women's networks, mentoring and similar programs that help women stay connected in big systems with many geographically dispersed operations.

- From 2003 to 2004, the percentage of women managers stayed even.
- Women account for 37.6% of operator employees—a number that is stable—and are being drawn into management at the same proportion.
- Women of color did not lose or gain ground in the last year: their proportion is exactly the same.

The number of senior women executives eroded by 3.4%. But women of color senior executives gained dramatically—admittedly from a very small base. Women of color senior executives more than tripled (from .9% to 2.9%) as a proportion of all senior executives. Women of color gained a similar amount as a proportion of all women executives: from 4.6% to 15.9%.

Greatest Statistical Change for PROGRAMMERS

(calculated for the PROGRAMMERS that participated in both the 2003 and 2004 PAR Initiative)

- Women are gaining faster, and more consistently, at programmers than at operators. The number of women managers overall nearly quadrupled, from 11.2% to 42.6%.

- Women of color, as a proportion of all managers, made a nearly identical leap: from 2.56% to 9.68%.

Again, the change in methodology, scooping up more women into management by breaking out the first line managers category has likely skewed this category. Working Mother Media concludes that programmers did increase the number of women in management but not by the proportions here. Clearly, programmers are doing something right. They scored high marks in pay equity and are moving quickly to add programs that will attract and retain women in management.

In contrast, the percentage of women of color that make up all women employees was essentially flat.

This means that there is more room for all women, and more room for women of color, at programmers. There is an overall increase in the number of women in management and all women are benefiting.

Women also made dramatic gains as middle managers. The percentage of women of all middle managers increased from 13.8% in 2003 to 40.4% in 2004.

Women of color as a percentage of all mid managers nearly tripled, from 2.1% to 7.7%.

Women of color as a percentage of all women middle managers did not gain as dramatically: from 15.2% to 19.1%.

Women lost ground at the senior level at programmers. The percentage of all women senior executives eroded 13.4% and women of color as a percentage of all senior executives, by 14.7%. Women of color did not lose as much ground compared to all women at the same senior level, edging down only 1.4%.

Changes at one company alone account for some change at the top level. Working Mother Media observes that some women are retiring and at some programmers, are nearing retirement age.

BEST COMPANIES FOR WOMEN IN CABLE 2004

All lists are presented in alphabetical order.

Order of appearance does not signify results of the PAR Initiative.

Best Operator for Women in Cable

Cox Communications, Inc.

Best Programmer for Women in Cable

Discovery Communications, Inc.

The Best Operators for Women in Cable and Best Programmers for Women in Cable lists are determined by both quantitative and qualitative data from the PAR Initiative survey. The companies featured on the Best in Pay Equity, Best in Advancement Opportunities and Best in Resources for Work/Life Support lists are determined by the qualitative data of the best policies and programs offered by those companies that participated in the 2004 PAR Initiative.

PROGRESS: BEST PRACTICES TODAY AS A RESULT OF THE 2003 PAR INITIATIVE

Shifts to policies and practices due to the influence of the 2003 PAR Initiative process:

In interviews, several participating companies reported that they had changed or formalized policies and practices as a direct result of their involvement, knowledge and participation with the 2003 PAR Initiative.

Lifetime Television has significantly strengthened its formal gender pay equity policies.

Oxygen reports that it has embarked on an effort to formalize and codify its culture so that as it grows, it won't be relying on osmosis to instill its woman-friendly values to new employees.

The HR staff of several participating companies used the PAR Initiative data from 2003 to advocate for more, better and relevant benefits and pay equity practices.

Best Operators for Women in Cable

Advance/Newhouse Communications

Comcast Cable

Cox Communications, Inc.

Time Warner Cable

Wide Open West Internet and Cable

Best Programmers for Women in Cable

Discovery Communications, Inc.

Home Box Office

Lifetime Television

Oxygen Media

The Weather Channel

Best in Pay Equity

Discovery Communications, Inc.

Lifetime Television

Oxygen Media

Scripps Networks

Starz Encore Group

The Weather Channel

(Two companies tied for fifth place)

Best in Advancement Opportunities

Cox Communications, Inc.

Discovery Communications, Inc.

Oxygen Media

Starz Encore Group

Turner Broadcasting System, Inc.

Best in Resources for Work/Life Support

Cox Communications, Inc.

Discovery Communications, Inc.

Home Box Office

Time Warner Cable

Turner Broadcasting System, Inc.

Cable companies made significant progress in the last year in adopting and following through with gender pay equity policies.

In 2003, 25% of all cable companies had some type of gender pay equity policy, even one that was nominally included in a standard EEOC statement. Separately, 25%—a nearly completely different 25%—reported that they completed sufficient internal pay surveys to determine whether there was a problem with pay discrimination, and then to follow through to correct the inequity.

In the 2004 survey, Working Mother Media examined companies' pay equity policies more carefully since many participating companies from the 2003 PAR Initiative used their confidential scorecard to adopt and prescribe pay equity policies. They were scored as nonexistent; basic (included in the omnibus EEOC policy but not as a stand-alone or otherwise strengthened policy); or good (a stand-alone policy that was purposefully developed and adopted).

Nearly a third—31%—of companies had adopted “good” pay equity policies. Another 22% reported “basic” policies. Still, this leaves 47% of the companies with no specific pay equity policy at all.

Among companies that participated in the survey last year, progress was significant.

While 65% of companies participating both years still do not have any formal pay equity policy, 25% now have a “good” policy. The remaining 10% have adopted “basic” policies.

It appears that companies that grasp the value of the stand-alone gender pay equity policy don't adopt it half-heartedly. At this point, the ongoing participants are essentially split between those with good policies and those with no policies.

Pay equity policies are only as good as the follow-up procedures that companies consistently enact. To better understand the range of follow-up through internal salary surveys, benchmarking against industry and professional norms and active equalizing of inequities when they are discovered, we collected and scored information about these practices. Companies were given scores of “nonexistent” (no follow-up practices); “basic” (annual internal survey paired with annual industry benchmarking); or “good” (more frequent than annual survey, specifically geared to flush out any gender or minority inequity patterns, paired with proactive efforts to equalize those inequities—i.e., the onus is not on the employee to detect and request a correction of an inequity).

According to this more nuanced measure, there is some progress.

In 2003, 25% of companies had some kind of proactive policy or follow-up strategy to ensure ongoing pay equity.

In 2004, only 12.5% of surveyed companies had no pay equity follow-up strategies at all. Of the remainder, half (43.8%) had “basic” strategies in place, and the other half had “good” strategies and practices in place.

Among the 20 companies that participated both years, results were even better: 10 percent had no policy; 30% had a “basic” policy; and 60% had adopted “good” or better policies.

Clearly, companies either embrace the value of pay equity policies and follow-up strategies that ensure that they are applied and followed...or they don't. And those that do, are dedicated to correcting inequities and improving internal processes.

PAY EQUITY

Pay Equity: Best Practices

Discovery conducts internal pay audits twice a year, examining for inequities in gender and other factors, as well as comparing to external levels. Discovery also hires an outside consultant to do its internal pay equity surveys

Lifetime boldly guarantees equal pay for equal work.

Oxygen reports that it has embarked on an effort to formalize and codify its culture so that as it grows, it won't be relying on osmosis to instill its woman-friendly values to new employees.

Scripps has a salary database that includes functions that analyze for salary pay levels including gender and many other key criteria.

The highest level of accountability in the industry is the practice of conducting internal pay equity audits twice a year and company wide salary surveys annually. These are then compared with industry, local and national surveys. Companies that have undertaken this process have sometimes been surprised to discover pay inequities, but they move promptly to correct them.

Starz Encore includes a copy of its gender pay equity policy in workplace training materials. Getting it out of the reference books and

into material that is actively used for training is an emerging best practice. As well, Starz Encore's internal awareness that pay inequity can occur, inadvertently, due to salary 'drift' and can be corrected when it is detected, is laudable. When discrepancies are discovered, they are corrected at the next review period, as part of a performance raise and part of bringing that employee's pay in line with the market.

The Weather Channel conducted an annual pay equity audit that analyzes, budgets and implements for internal equity salary increases to reduce or eliminate salary gaps.

The Weather Channel compares this to outside data from benchmark jobs, and compares current internal salaries to identify gaps for key jobs. They then budget for and recommend market-based salary increases for the coming year.

Companies undergoing enormous overhauls and reorganizations—such as Comcast—promised last year that they would use these opportunities to put in place gender pay policies and tools for measuring compliance with those policies. And they have honored this promise.

Advancement of Women

Among the 20 companies that participated both years, the greatest gains were for formal mentoring: headquarters only, which saw a 150% gain; women's networks (headquarters only) and rotation into operating positions, both of which doubled as company practices; and leadership training for entry level women, which saw a 128% increase. Every other category of advancement increased as well. Gains were smallest for the categories that were already in place, especially for leadership training for high-ranking women.

Among operators that participated both years, corporate women's networks took off, with the number doubling both company wide and just at headquarters. Leadership training for women was much more widely adopted for women at all levels, with a 250% increase for entry-level women. Career planning was up 66.7% for women at all levels. Informal mentoring was flat, perhaps because formal mentoring increased company wide levels (+33.3%) and at headquarters only (at 12.5%, up from none in 2003).

Among programmers that participated both years, the greatest gains were for financial training for non-financial managers (up 125% to 75% of programmers); formal mentoring at headquarters (doubled, to 33.3% of programmers); women's networks at headquarters (doubled, to 16.7% of companies); and informal mentoring both at headquarters and company wide, up to 41.7% and 83.4% respectively). Three categories, already widely adopted, showed no growth: leadership training for high-ranking and mid-level women; and participation in external women's development programs.

Even companies with 50% or more women employees need to continue to find ways to develop women's talent. Companies that put programs in place and assume that they will run on automatic pilot are mistaken. As women progress to the top echelons in cable companies, they also need to listen with a fresh ear to women who are in early and mid stages of their careers

Women Of Color

The data indicates that Hispanic women are the most difficult to attract and retain. Asian women seem to most often work at cable companies in the same proportion that they are in the population overall—about 4%. But Hispanic women are clustered at the bottom of the companies and are the rarest, besides Native Americans, to be found in the top echelons.

Overall, entry-level positions do tend to have more women of color. Several companies reported that they don't have entry level positions: they only hire experienced individuals with proven skill sets.

BEST PRACTICES

At **Cox Communications, Inc.**, to help new recruits feel more welcome, Cox created a practice—a “center for excellence—so that recruitment and retention are woven together in an integrated effort.

Lifetime has a new program called “In the Mix,” which gives younger and older women in the organization a chance to mix together. This appeals to Gen Y, which, studies show, expects to have access to managers and top executives, and to be involved in projects that make a difference right off the bat.

The Weather Channel has a thoughtful process of recruiting women of color that tries to take a personalized approach to view them as individuals, not as demographic numbers. The Weather Channel gets involved in a number of small associations for women of color, such as Hispanic women in media. It develops a consistent presence with these organizations so that the members get to see the Weather Channel not as just a company, but as the individuals who are involved with their groups. Not only does this yield superior results, but it also means that learning more about women of color candidates is a valuable pursuit itself that can enrich the company’s understanding of these markets.

The most progressive companies (such as Cox) hold their mid and upper level managers directly accountable for the development and career advancement of their staffers.

Finding women of color at black and Hispanic colleges is not surprising. And finding women in technology at associations and engineering schools is equally not surprising. It’s a positive move that more companies are tapping into these types of resources. But a few—like Cox—think more holistically about where to find high-potential minority women. Cox has found success by aligning with a national service sorority that has a high minority participation. Other thoughts for recruiting minority women: through service groups; churches; PTAs; and ethnic festivals.

Women in Call Centers: Operators Only—New in 2004

Call centers are increasingly important to the growth of operators as they move into broadband and holistic connectivity. The role of customer service rep is becoming much more complex and nuanced. As well, specialties are beginning to emerge within the support center structure, such as highly technical support specialists. Call centers are perceived as a wide open door to enter large, growing companies that are desirable to work. Women with high school degrees and some college appear to perceive call center work as approachable.

Some operators are very thoughtful and proactive about how they recruit, train and advance call center employees. These statistics provide a very helpful snapshot of the profile of call center employees and managers.

In the 2004 survey, the 12 responding operators reported that 33.7% of their call center employees are women, but 62.8% of the center managers are women.

Women already have an advantage in advancing in the ranks of call center employees.

Women of color are 16.2% of all call center employees, but almost half—47.97%—of women employed at call centers.

Working Mother Media believes this represents a huge opportunity for operators to develop and retain women of color. There is already ‘critical mass’—there are enough of them that they are less likely to feel isolated—and that is an advantage that cannot be overestimated.

Women of color are already well represented as a proportion of all call center managers, as 23.5%, and are 37% of all women call center managers.

Women in Call Centers: Best Practices

Cox Communications, Inc. has finely tuned its job descriptions and competencies for call center positions and recruits specifically to meet those competencies. For the past three years, Cox has structured its call centers around team leaders who are trained to mentor new hires. This has resulted in greater retention, especially of high-potential entry-level hires, and a steady stream of homegrown management talent for the call center. As well, incoming managers with advanced degrees are required to cycle through a stint at the call center to understand the importance of it to customer satisfaction and retention.

The Weather Channel has an entire career planning track document for all the skill sets needed to advance. As call centers become more all-purpose tech support, solving problems with customers’ broadband and telephone services, women have the opportunity to gain technical expertise and move into technology jobs. Career objectives are reviewed twice annually and associates are given support and guidance to identify positions in other business areas that they would like to pursue.

WOMEN IN TECHNOLOGY

The status of women in technology was essentially unchanged. This year's survey shows that women account for 30.4% of all technology employees; with women of color accounting for 7.7% of all technology employees and 25% of all women technology employees.

Programmers currently have more women of color as a proportion of all women technology employees (34.8% compared to 23.5% for operators).

At operators, women are only 10.2% of all installers. Women of color fare well, as 33% of all women installers, but are only 3.4% of all installers.

Working Mother Media believes the installer/field position to be a big open door for operators to recruit women of color.

This year, half of all companies provide career planning and retention for women in technology.

This is universal. There seems to be a dawning awareness that the cable industry is a bit of a glamour spot for "girl geeks," and that the company can exploit that as it seeks to retain women.

Women in Technology: Best Practices

Companies that have highly placed women in technology have a higher percentage of women in their technical ranks. These include Oxygen, Starz Encore, Turner, Scripps, Lifetime, and Discovery.

Several companies reported a lot of frustration in attracting and retaining women into tech positions. There is a great deal of competition for qualified women in technology. Operators report that they get 5-10% women in the pool of qualified applicants for technology jobs, which are growing as companies add broadband and telephone service.

Cox Communications, Inc. not only recruits at vocational schools to get installers, but in Pensacola, Florida established a technical high school that actively recruits women. And it aggressively recruits those graduates.

At **Discovery**, 31% of the technology staff is female—an exceptionally high proportion for any company. The woman chief information officer has specifically cultivated a work/life culture in her division so that tech women don't feel that they are in the usual male-dominated technology environment. The department also participates in the company's ongoing support of a county-wide girls leadership and technology camp, which offers women in tech the chance to mentor teens who are interested in technology careers. This ties back to several aspects of Discovery's corporate philosophy and prevents the tech department from being "an island" within the company.

For every six qualified applications **Starz Encore** receives from women, they get 200 from men. There just aren't enough women applying. So Starz Encore is creating a new group called advanced services, which Starz Encore is looking to increase the number of women by looking at tech schools and tech associations to find them.

A few companies have women heading a blended tech and customer service operation. As customer service and technology merge, this may present an opportunity for women who rose through call centers to take a high profile position.

Internships continue to be one of the very best ways to attract, 'test' and retain women of color and women in technology.

RESOURCES FOR WORK/LIFE SUPPORT

Resources for Work/Life Support

Among the 20 companies that participated both years, gains were mixed. On-site child care (up 33%); elder care referral (up 36.4%); and miscellaneous other benefits (up 55.6%) were the big gainers. Job-sharing declined 9.1% and reserved spots for employees' children at local child care centers declined by 20%, probably because those children transferred to the new on-site centers.

Job sharing is declining across the country and seems to be falling out of favor as a way to work.

Flex time continued to be the most universal benefit, adopted now by 80% of repeat participants, up 14.3%. Back-up child care, anecdotally noted as a very highly valued benefit, was up 25%, and is now offered by 75% of repeat participants.

Among operators that participated both years, on-site child care centers doubled, to 25% and elder care referral services increased to 87.5% of companies. Benefits not gaining include job-sharing, down 50% and offered by 25% of operators; and full-time telecommuting, flat at 50%.

Among programmers that participated both years, gains in resources were uneven. Miscellaneous benefits were up 80%, to 75% of programmers, but more significant benefits, such as full time telecommuting, stalled at 50%; as did after-school/vacation care (currently 58.3%); on-site child care (currently 16.7%); and elder care referral (at 66.7%).

Resources For Work/Life Support: Best Practices

Cox Communications, Inc. leverages the 24/7 aspects of its operation to offer many kinds of work schedules, right through the executive level. Cox also encourages women to cross train in temporary duty assignments; this apparent 'internal temp' practice not only provides a way to accommodate short-term leave but also gives others a low-risk chance to try out a new position, market, or work group. Cox also has 'sick rooms' for customer service reps so that they can bring a sick child to work and work in an isolated room.

It can be hard to quantify the results of work/life programs, except through retention and program utilization. **Discovery** goes the furthest in measuring the ROI of work life programs and culture, by also documenting employee productivity, conducting surveys, employing managers' performance appraisals, and surveying new hires.

One interesting result of Discovery's internal surveys is that their employees don't crave less work stress. Rather, they overwhelmingly seek tools and support for work/life balance. What Working Mother Media believes is that creative types, and those who focus on business results, don't want low-stress, low-challenge jobs. They want challenge, but with enough counterbalancing tools to be able to also have fulfilling, rich family and personal lives.

HBO pays for child care when employees take their youngest children with them on business trips.

The Starz Encore "Support and Mentoring Group for Employees on Leave" is an interesting and innovative program. An employee on extended leave is matched with a mentor who acts as her contact person for keeping them up to speed on company business while she is on leave. The mentor identifies any issues that might complicate returning while helping to run interference on those challenges.

The **Time Warner** back-up child care center in New York supports several of its units and offices there. Perhaps other cable companies could consider pooling their resources with related companies locally to provide critical mass to support back-up child care centers, as this is such a highly valued benefit to cable industry parents.

The importance of regular employee surveys can't be overestimated. It's only through direct feedback that employers truly understand what employees are experiencing and what they value. For example, Time Warner discovered, through its survey, that its efforts to train managers in the how-to's of workplace flexibility were paying off: employees gave their immediate managers an average of 3.8 from a score of 4, on 'immediate manager offers flexibility to balance work & life.' Not only does that tell Time Warner executives that their current culture and practices are working, but it also provides a counterbalance to any pressure to institute additional, perhaps expensive, programs.

Turner Broadcasting System, Inc. provides "Expectant Parent Packs," which summarize the company's benefits for expectant parents. It is low cost and highly effective.

Turner Broadcasting System, Inc. provides holiday child care when programming executives have to be at work. Its back-up child care benefit sets the industry standard, both through its own child care center in Atlanta, available to all parents, and at its New York back-up only facility. Turner is cross pollinating its benefits philosophy at regional operations, which is not only smart but cost effective.

Some companies partner with local suppliers, such as car wash services, bakeries, and dry cleaners, for drop off/pickup services that help minimize employees' errands and reduce stress. Though typically big companies do this, this is a very low-cost, high-impact, convenience that employers of any size can do, because the sheer mass of their employee base provides a ready-made market for the local business. And, this is an opportunity to partner with minority/women-owned businesses.

The PAR Initiative advocacy program is the result of the WICT Foundation's goal to develop an ongoing resource for the cable industry to strive for equal representation in three key areas: Pay equity, Advancement opportunities and Resources for work/life support. Ultimately, the PAR Initiative is dedicated to helping companies create corporate cultures that will enable them to succeed. While each corporate culture varies, the PAR Initiative provides research, evidence and best practices that companies can adopt to fit their own environments.

Since the launch of the first PAR Initiative program in 2003, participating companies have utilized their customized PAR Initiative confidential scorecards to internally improve. From this, there is positive change occurring in company policies, including pay equity. And while the research indicates companies have strong advancement opportunities and resources for work/life in place, there are still strides to make for women of color, senior women executives and corporate boards. While the progress that companies implement benefits the professional landscape of both men and women in the industry, the PAR Initiative program hopes to also act as a catalyst for a better work environment for future generations of cable industry workers.

METHODOLOGY

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.

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

The 2004 survey included a number of additions and updates from the 2003 survey:

- All calculations for year-to-year change were performed only for those companies that participated in both 2003 and 2004 and only for those questions asked both years.
- In 2004, participating companies were asked more in-depth questions about the levels of management; the percentage of women in technology; and the percent of women in call centers, a common entry point for operators, especially for women of color.
- This year, Working Mother Media expanded the range of scoring for several key questions, including the *types* of company pay equity policies and the *methods* companies use for internal salary surveys, from none to basic to good.

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

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

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

Data was proofed after it was entered into the PAR Initiative database. At each stage of the generation of reports, data was audited to ensure that adjustments, such as equalizers, were producing numerically correct results. Reported figures are rounded to the nearest tenth of a point.

Scoring Qualitative Data

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

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

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

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

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

Companies that were participating for the second year were asked to report on the status and results of programs that had been too early to measure in the 2003 PAR Initiative report.

WORKINGMOTHERMEDIA

About Working Mother Media

Working Mother Media is a leading authority on women's issues whose research has become a benchmark for businesses learning to implement work/family initiatives. Working Mother Media has released the groundbreaking list of 100 Best Companies for Working Mothers for the past 19 years and the Best Companies for Executive Women List for the past five years. The WICT Foundation's collaboration with Working Mother Media ensures that the PAR Initiative survey findings will be valid, objective and confidential.



About the WICT Foundation

The Women in Cable & Telecommunications Foundation is a charitable organization. In partnership with WICT, the two organizations are mutually dedicated to advancing the status of women in the cable and telecommunications industry. The WICT Foundation serves as a catalyst for industry change through research, development, advocacy and education. Its research initiatives on issues such as salary parity, diversity and work/life balance have inspired industry-wide advancements for women.

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