



Women in Cable
TelecommunicationsSM

PAR

EXECUTIVE
REPORT

INITIATIVE

2019







CONTENTS

About This Report	4
Executive Summary.....	7
2019 Industry Scorecard	21
Key Findings for Operators.....	29
Key Findings for Programmers	37
PAR Findings.....	45
Other Dimensions of Diversity	49
Top Companies for Women to Work	52
Conclusions	54
What You Can Do	56
Survey Methodology	57
About WICT.....	58
2019 WICT Board of Directors.....	59
About the Walter Kaitz Foundation	61
About Mercer	61
Definition of Terms.....	62

ABOUT THIS REPORT

Women in Cable Telecommunications (WICT) and the National Association for Multi-Ethnicity in Communications (NAMIC) once again partnered to conduct their research surveys—WICT’s PAR (Pay Equity, Advancement Opportunities, and Resources for Work/Life Integration) Initiative and NAMIC’s AIM (Advancement Investment Measurement)—for the 2019 iteration of the NAMIC and WICT Workplace Diversity Survey. The survey was conducted by Mercer as a third-party expert. The Walter Kaitz Foundation was the underwriter of the survey. The following report details the results of WICT’s PAR Workplace Diversity Survey.

Since 2003, the WICT PAR Initiative has measured the status of women employees in the cable media industry. With an overarching goal of achieving stronger gender diversity in the industry, the initiative helps companies set goals, institutionalize policies, measure progress, and achieve results. This year’s survey results provide an outlook of the current state of gender diversity in the industry. The accompanying list of *Top Companies for Women to Work* was derived from a scoring methodology consisting of a mix of quantitative and qualitative survey responses provided by survey participants.

Industry programmers and operators directly employ roughly 325,000 people in the United States.¹ The 21 companies that responded to the survey represent more than 245,000 U.S. employees, or approximately 75.5% of this workforce, suggesting that the survey results are representative of the cable media industry. Eight of the 21 participating organizations are multi-system operators (MSOs), 11 are programmers, and two are industry suppliers. Moreover, 16 organizations participated in both the 2017 and 2019 PAR Initiative surveys and five organizations were new to the survey in 2019.

Like the 2017 PAR Initiative survey, the 2019 survey captured information on diversity at the highest leadership levels within the industry and also captured information that enabled the creation of industry-wide Internal Labor Market (ILM) maps showing the workforce dynamics—i.e., hires, promotions, and exits—of women in the industry. The survey also captured

industry-wide ILM dynamics for the young professional workforce. This information was used to generate projections of how representation of women at the management level and above can be expected to change over the next five and ten years. Each survey participant received ILM maps and projections reflecting its own organization’s workforce dynamics.

Furthermore, publicly available data sources were used to generate four national representation benchmarks: all industries in the U.S., the Information sector, and the Broadcasting and Telecommunications industries, which are both part of the Information sector. The Information sector includes organizations involved in publishing (including software publishing), motion picture and sound recording, broadcasting, telecommunications, data processing and hosting, and other information services such as internet publishing and web search portals. Each survey participant also received custom representation benchmarks reflective of the organization’s largest work locations.

Lastly, the survey captured diversity practices and commitment to diversity and inclusion in the industry, as well as the prevalence of non-traditional employee benefits.

While the survey was conducted in 2019, survey respondents were asked to report on 2018 workforce data for a variety of job categories. Therefore, much of the data included in this report are labeled as 2019 data. This is consistent with how the survey has historically been conducted.

¹ The estimate of the total number of people directly employed in the industry was provided by Bortz Media & Sports Group, Inc., and does not include workforce estimates for indirect employees.





EXECUTIVE SUMMARY

THE BUSINESS CASE FOR DIVERSITY

An extensive and growing body of trusted research has demonstrated the value of a diverse and inclusive workforce. Numerous studies have found a positive connection between diversity—e.g., inclusion of women in leadership roles, board positions, and workforces; racial and ethnic diversity; and LGBTQ+ inclusion—and important business outcomes, including return on equity, financial performance, and employee satisfaction as well as innovation, creativity, and knowledge formation and patents. A 2015 study conducted by investment company RobecoSAM gathered data on gender equality from 864 companies, as well as information on key performance indicators, including the company's stock returns.² Using this data, they constructed “high gender equality” and “low gender equality” portfolios and analyzed the relative past performance of these two portfolios. Analyzing the stock return spread between the two portfolios, they found that the high gender equality portfolio outperformed the lower gender equality portfolio by 11% over the period 2004–2014 (see Figure 1). The high gender equality portfolio also outperformed the market over this time (and the low gender equality portfolio underperformed relative to the market).³ The mounting evidence suggests that organizations can improve their financial performance, better leverage their talent, increase innovation and group performance, and establish a workforce that reflects the marketplace by making diversity and inclusion a priority as well as policy.

² RobecoSAM. Does Corporate Gender Equality Lead to Outperformance? RobecoSAM AG, September 2015. Gender equality was measured by creating a composite of the following five metrics: gender diversity among executives, management and workforce (28%); gender diversity consideration in the board nomination process (12%); retention of female talent (24%); equality of remuneration (16%); and approach to employee health, safety, well-being and satisfaction (20%).

³ Analysis also controlled for other factors known to impact stock performance, including industry, region and market capitalization.

REPRESENTATION OF WOMEN

In this section, all references to changes in representation over the past two years refer to data from the “survey-over-survey” participants—companies that participated in both the 2017 and 2019 PAR Initiative surveys.

The results from the 2019 PAR Initiative survey show that the proportion of the overall industry workforce that are women is 33% (see Figure 2). Over the past two years the representation of women in the industry overall has decreased by 0.2 percentage points (see Figure 4). Representation of women among MSOs is 31% (see Figure 3). MSO representation of women has decreased by 0.3 percentage points over the past two years. Representation of women among programmers is 46%. Programmer representation of women has increased by 0.5 percentage points since 2017.

Currently, 35% of executives and senior-level managers in the industry are women. This number is 26% for MSOs and 39% for programmers. Over the past two years, representation of women at the executive and senior-level manager level has increased by 2.2 percentage points for the industry overall, decreased by 0.3 percentage points for MSOs, and increased by 1.6 percentage points for programmers.

Thirty-five percent of entry and mid-level managers are women. Representation of women among entry and mid-level managers differs between MSOs and programmers by 18 percentage points (31% and 49%, respectively). Since 2017, the overall industry representation of women at the entry and mid-level manager level has decreased by 0.7 percentage points, including a 1.0 percentage point decrease for MSOs and a 0.8 percentage point increase for programmers.

For participating organizations, 37% of professionals are women. This figure is 32% for MSOs and 45% for programmers. Comparing 2019 to 2017 representation, the proportion of women at the professional level has increased by 1.2 percentage points for the industry overall, by 1.0 percentage point for MSOs, and by 0.7 percentage points for programmers.

FIGURE 1. CORPORATE GENDER EQUALITY AND STOCK PORTFOLIO PERFORMANCE

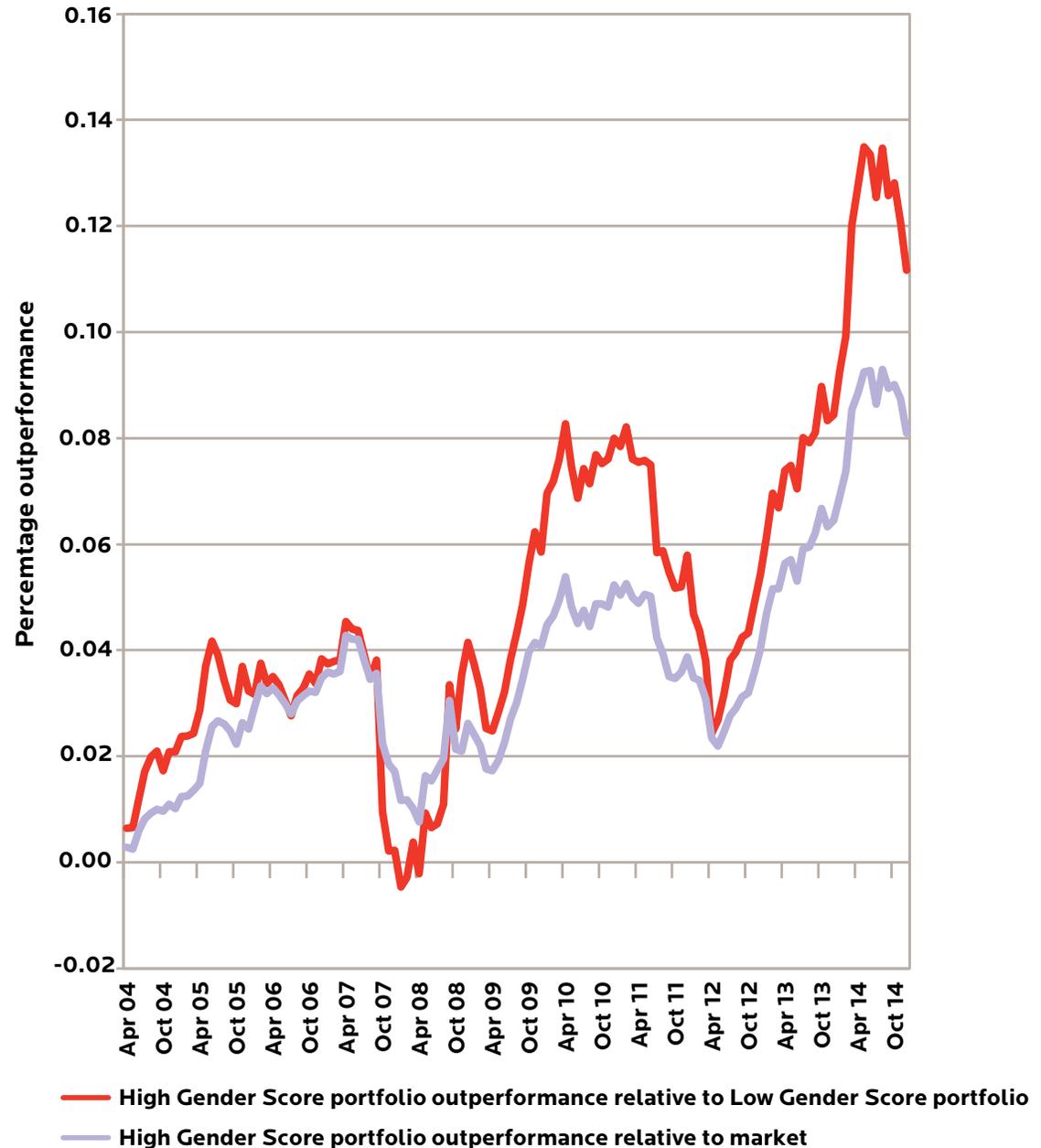


FIGURE 2. PERCENTAGE OF EMPLOYEES WHO ARE WOMEN

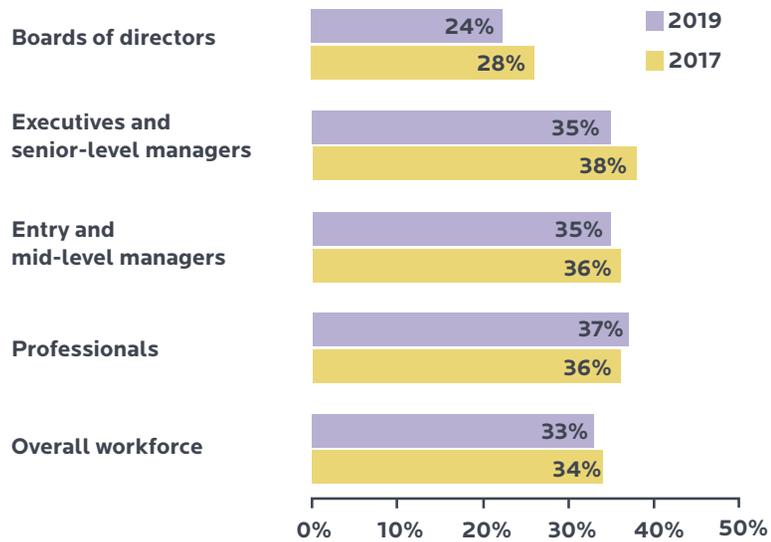


FIGURE 3. PERCENTAGE OF EMPLOYEES WHO ARE WOMEN, OPERATORS VS. PROGRAMMERS

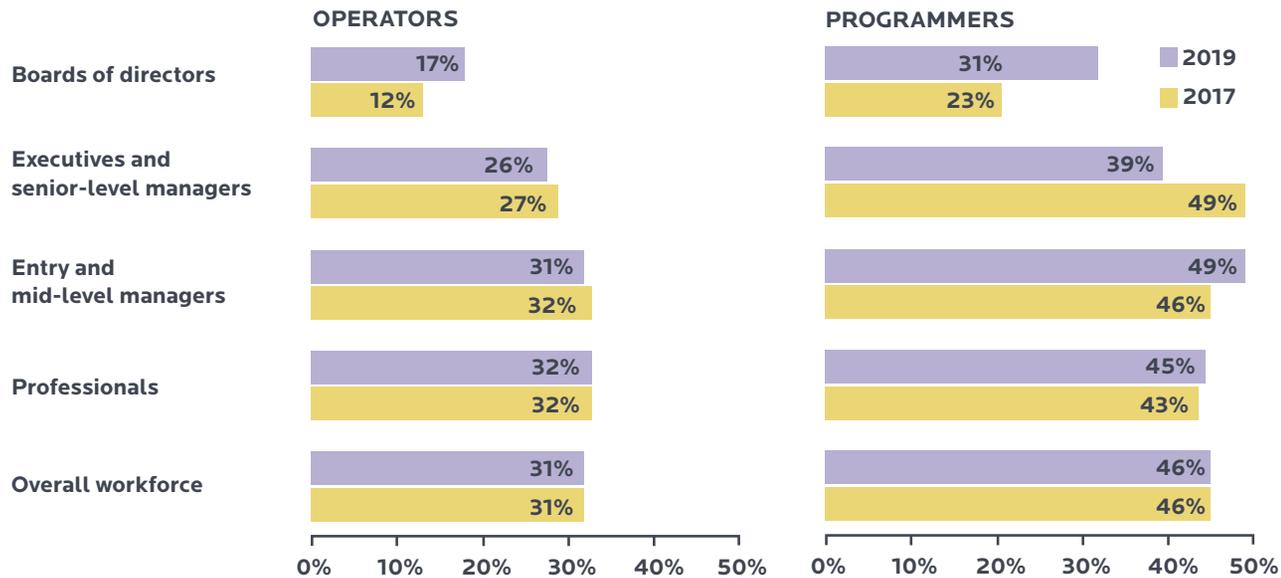




FIGURE 4. CHANGE IN REPRESENTATION OF WOMEN, 2019 VS. 2017

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Boards of directors*	+8.4 pp	+1.6 pp	+11.4 pp
Executives and senior-level managers**	+2.2 pp	-0.3 pp	+1.6 pp
Entry and mid-level managers	-0.7 pp	-1.0 pp	+0.8 pp
Professionals	+1.2 pp	+1.0 pp	+0.7 pp
Overall workforce	-0.2 pp	-0.3 pp	+0.5 pp

Values in the table are percentage point changes in representation between 2017 and 2019 for the 16 “survey-over-survey” participants.

*10 companies were analyzed for the boards of directors survey-over-survey comparison due to missing information in either 2017 or 2019 for six companies.

**15 companies were analyzed for the executives/senior managers survey-over-survey comparison due to missing information in 2017 for one company.

Looking at the boards of directors of industry companies, 24% of board members are women. Looking at MSOs and programmers, the percentage of board members who are women is 17% and 31%, respectively. Comparing 2017 to 2019, the representation of women among overall industry boards of directors increased by 8.4 percentage points.

Increases were also seen among MSOs (1.6 percentage points) and programmers (11.4 percentage points).

Compared to the national benchmarks, the 33% of women in the overall industry workforce is lower than the four national benchmarks, which have representation

of women ranging from 37% to 48%. Among MSOs, the 31% representation also falls below the national benchmarks. On the other hand, among programmers, the representation of women (46%) is toward the high end of the national benchmarks.

REPRESENTATION OF WOMEN OF COLOR

In this section, all references to changes in representation over the past two years refer to data from the “survey-over-survey” participants—companies that participated in both the 2017 and 2019 PAR Initiative surveys.

The results from the 2019 PAR Initiative survey show that women of color currently constitute 17% of the overall workforce (see Figure 5). Representation among MSOs is 17%, while programmers are at 20%. Over the past two years, the representation of women of color has increased for the overall industry (1.3 percentage points), for MSOs (1.4 percentage points), and for programmers (0.9 percentage points).

Twelve percent of executives and senior-level managers are women of color. For MSOs this figure is 5% and for programmers it is 16%. From 2017 to 2019, the representation of women of color among executives and senior-level managers increased by 2 percentage points overall, decreased by 0.2 percentage points for MSOs, and increased by 1 percentage point for programmers.

Presently, 13% of entry and mid-level managers are women of color in the overall industry, with figures at 11% among MSOs and 17% among programmers. Since 2017, the representation of women of color at the entry and mid-level manager level has increased by 0.9 percentage points overall, by 1.1 percentage points for MSOs, and has remained flat (0 percentage point change) for programmers.

For participating organizations, 16% of professionals are women of color. For MSOs, 13% of professionals are women of color, while 21% of programmer professionals are women of color. Over the past two years, the representation of women of color at the professional level has increased for the overall industry by 1.2 percentage points, increased for MSOs by 1.5 percentage points, and decreased for programmers by 0.3 percentage points.

Examining women of color on boards of directors, women of color constitute 4% of board members for the overall industry, 3% of board members at MSOs, and 5% of board members at programmers. This has changed since 2017, with a 1.8 percentage point increase for the industry overall, a 3.0 percentage point increase for MSOs, and a 1.3 percentage point increase for programmers.

Comparing to the national benchmarks, the current representation of women of color in the industry overall (17%), among MSOs (17%), and among programmers (20%) is comparable to the national benchmarks, which range from 14% to 20%. With current representation of women of color at 12% for executives and senior-level managers, the overall industry representation is higher than the national benchmarks, which range from 4% to 7%.

FIGURE 5. PERCENTAGE OF EMPLOYEES WHO ARE WOMEN OF COLOR

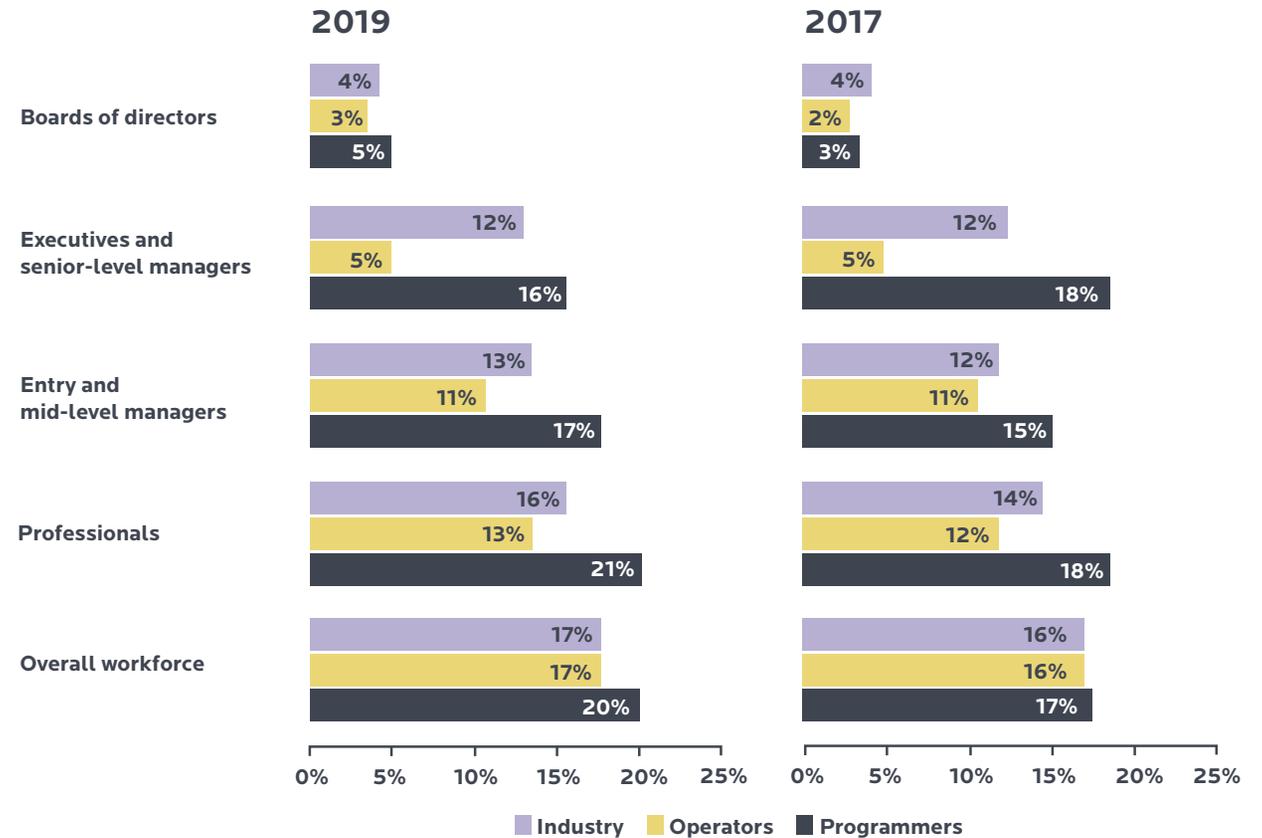


FIGURE 6. CHANGE IN REPRESENTATION OF WOMEN OF COLOR, 2019 VS. 2017

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Boards of directors*	+1.8 pp	+3.0 pp	+1.3 pp
Executives and senior-level managers**	+2.0 pp	-0.2pp	+1.0 pp
Entry and mid-level managers	+0.9 pp	+1.1 pp	0.0 pp
Professionals	+1.2pp	+1.6 pp	-0.3 pp
Overall workforce	+1.3 pp	+1.4 pp	+0.9 pp

Values in the table are percentage point changes in representation between 2017 and 2019 for the 16 “survey-over-survey” participants.

*10 companies were analyzed for the boards of directors survey-over-survey comparison due to missing information in either 2017 or 2019 for six companies.

**15 companies were analyzed for the executives/senior managers survey-over-survey comparison due to missing information in 2017 for one company.

FIGURE 7. REPRESENTATION OF WOMEN IN KEY INDUSTRY JOBS

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Advertising sales	54%	49%	59%
Call center/customer support	54%	54%	-
Call center/customer support management	32%	32%	-
Creative and/or content development	39%	29%	44%
Digital media	41%	34%	43%
Enterprise/business-to-business sales and support	38%	37%	53%
Technology management	13%	12%	26%
Technology non-management	10%	9%	25%

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

FIGURE 8. REPRESENTATION OF WOMEN OF COLOR IN KEY INDUSTRY JOBS

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Advertising sales	20%	15%	25%
Call center/customer support	34%	34%	-
Call center/customer support management	13%	13%	-
Creative and/or content development	13%	7%	16%
Digital media	20%	8%	24%
Enterprise/business-to-business sales and support	18%	18%	17%
Technology management	5%	4%	12%
Technology non-management	5%	5%	15%

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

WOMEN IN KEY INDUSTRY JOBS

As in past surveys, the 2019 PAR Initiative survey captured the prevalence of women in key industry jobs for participating organizations. Among the eight key jobs examined (see Figure 7), women are a majority of employees in advertising sales jobs and call center/customer support jobs, where they constitute 54% of employees in each of these jobs.⁴ Women are also well represented in digital media jobs (41%), creative and/or content development jobs (39%), and enterprise/business-to-business sales and support jobs (38%). Looking at MSOs, women are a majority of employees in call center/customer support jobs (54%). Among programmers, women constitute a majority of employees in advertising sales jobs (59%) and enterprise/business-to-business sales and support jobs (53%).

The representation of women in technology jobs trails the representation of women in other key industry jobs. Specifically, women constitute 10% of employees in technology non-management jobs and 13% of employees in technology management jobs. Representation of women in both technology non-management and technology management jobs is lower for MSOs than for programmers. As noted above, women are more prevalent in digital media jobs (41%), and representation of women in digital media jobs is higher for programmers (43%) than for MSOs (34%). The results are similar for women of color (see Figure 8). For MSOs specifically, women of color are most prevalent in call center/customer support jobs (34%). Among programmers, women of color constitute 12% of employees in technology management and 15% in technology non-management jobs, outpacing MSOs by 8 and 10 percentage points, respectively.

⁴ Call center/customer support jobs are found primarily at MSOs, with few programmers employing people in these roles.



INTERNAL LABOR MARKET MAPS AND PROJECTIONS

Every organization has an internal labor market—either by design or default. People are selected into the organization and they advance, perform, stay, or leave in response to an organization’s unique mix of workforce management practices. Internal labor market dynamics constantly shape an organization’s workforce. Unlike external labor markets, these dynamics are controllable. An internal labor market (ILM) map is one way an organization can visualize its internal labor market.

ILM maps are “system-at-a-glance” descriptive summaries of key aspects of an organization’s workforce dynamics.

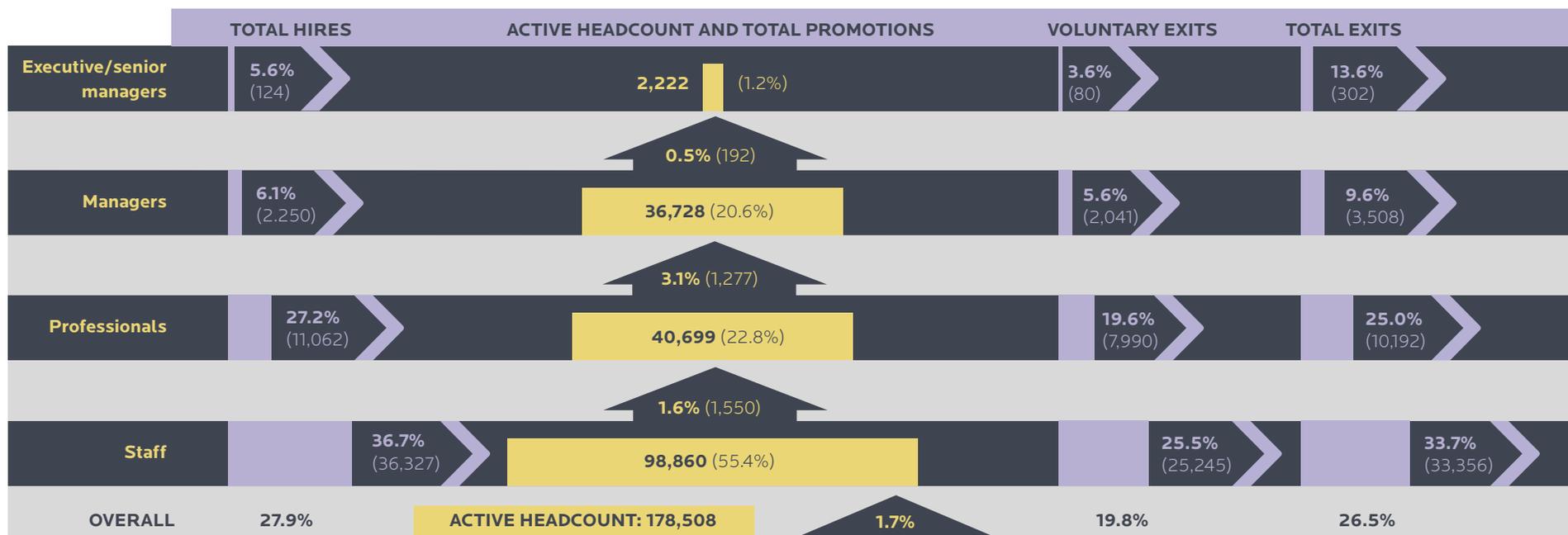
The maps display where employees currently stand and how they move according to career levels in the organization. Career levels represent major points of career advancement within the organization. Each career level typically has a different level of responsibility, authority, job scope, and pay. The ILM map depicts headcount at each career level, entry into career levels from the outside (via hiring) versus from below (via promotions), and departures from the organization.

ILM maps can help an organization understand the proportion of employees at each career level; the extent to which an organization is “buying” talent (via hiring) or “building” talent (via promotion) and if this aligns with

the organization’s talent strategy; if there is sufficient velocity or movement in the system to motivate employees; and if there are career “choke points” or bottlenecks. ILM maps can also be used to depict the flow of different demographic groups (e.g., women and men) throughout an organization.

The ILM map in Figure 9 depicts the flow of talent in 2018 throughout the organizations that participated in the 2019 PAR Initiative survey and paints a picture of the workforce dynamics in the industry. The ILM map has four career levels—executive/senior managers, managers, professionals, and staff. The horizontal bars in the center of the map represent 2018 headcount at each career level.⁵

FIGURE 9. 2019 INDUSTRY-WIDE ILM MAP



Note: The ILM map reflects 18 organizations that provided the information needed to create the map. Maps exclude blue collar workers. Percentages shown in parentheses in/near yellow boxes represent the proportion of the non-blue collar workforce that is located at that career level.

Copyright © 2019 Mercer (US) Inc. All rights reserved.

⁵ Headcount is the average of the number of full-time employees reported on December 31, 2017, and December 31, 2018.

The longer the bar is, the more people in a career level. The shape of the ILM map shows that the bulk of employees in the industry are located at the staff level (~55%), with fewer people at the professional level (~23%) and manager level (~21%), and few at the executive/senior manager level (~1%).

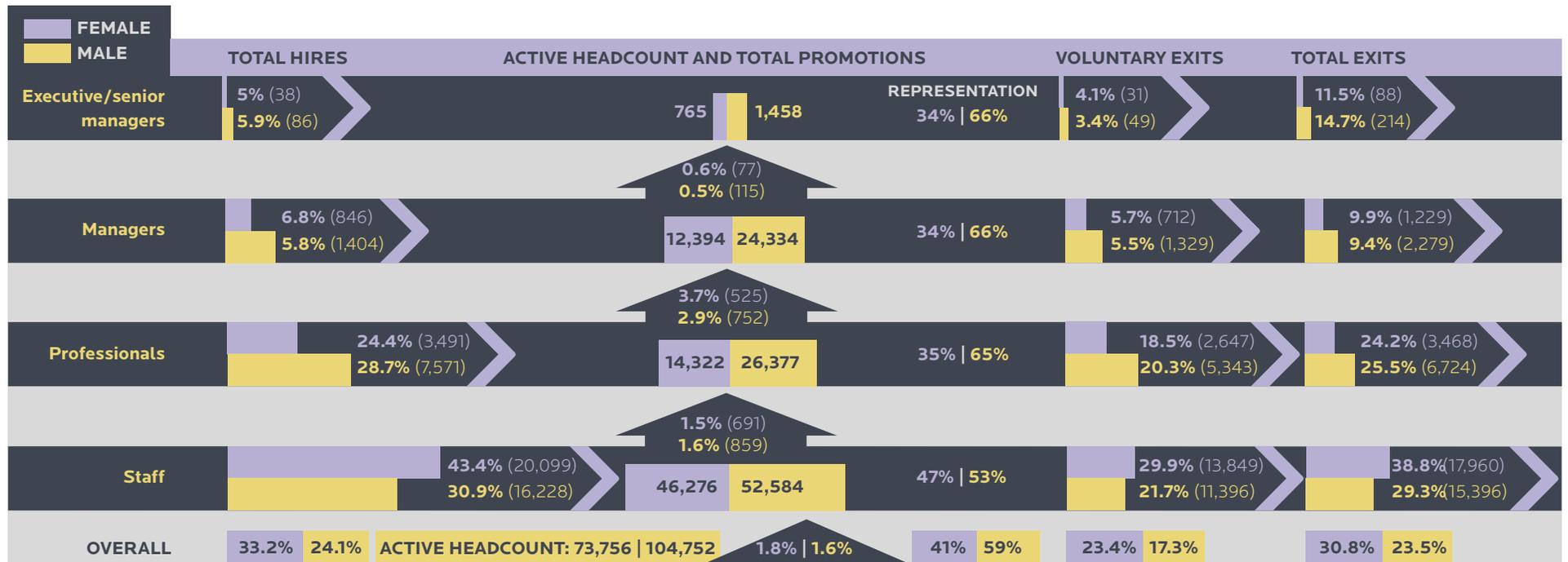
The upward arrows between career levels indicate 2018 promotion rates.⁶ There is limited upward mobility out of the staff level (1.6% promotion rate), more movement from the professional level to the manager level (3.1% promotion rate), and limited movement into the executive/senior manager level (0.5% promotion rate). The purple figures on the left-hand side of the map indicate the 2018 hire

rate at each career level.⁷ Hire rates are higher at lower levels, suggesting that the primary ports of entry into the industry are at the staff and professional levels. The purple figures on the right-hand side of the map indicate the 2018 voluntary exit rate and total exit rate, respectively, at each career level.⁸ As is typical for most organizations and industries, both voluntary and total exit rates are higher at lower levels of the career hierarchy.

The ILM map in Figure 10 depicts the flow of women and men throughout the industry in 2018. Figures in purple represent the number of women in each career level, while figures in yellow represent the number of men. The pair of percentages show the representation of women (in purple)

and men (in yellow). The representation of women declines moving up the career hierarchy, from 47% at the staff level to 34% at the executive/senior manager level. The map also depicts promotion rates from one career level to the next for men versus women. The promotion rate for women at the staff level (1.5%) is comparable to that of men (1.6%). The promotion rates for women at the professional (3.7%) and manager levels (0.6%) exceed those of men (2.9% and 0.5%, respectively). Looking at hire rates, the female hire rate is higher than the male higher rate at the staff and manager levels (43.4% vs. 30.9% for staff and 6.8% vs. 5.8% for managers) and lower at the professional level (24.4% vs. 28.7%) and executive/senior manager level (5% vs. 5.9%), indicating industry efforts to improve female

FIGURE 10. 2019 INDUSTRY-WIDE ILM MAP: FEMALE VS. MALE



Note: The ILM map reflects 18 organizations that provided the information needed to create the map. Maps exclude blue collar workers. Copyright © 2019 Mercer (US) Inc. All rights reserved.

⁶ Promotion rate is the number of promotions from one level to the next, divided by the headcount in the originating level.

⁷ Hire rate is the number of hires into a level, divided by the headcount at that level.

⁸ Voluntary exit rate is the number of voluntary exits at each level, divided by the headcount at that level. Total exit rate is the number of total exits at each level, divided by the headcount at that level.

representation via recruiting activities. Total exit rates are higher for women than for men at the staff level (38.8% vs. 29.3%, respectively), similar to that of men at the professional and manager levels (24.2% vs. 25.5% and 9.9% vs. 9.4%, respectively), and lower than exit rates for men at the executive/senior manager level (11.5% vs. 14.7%).

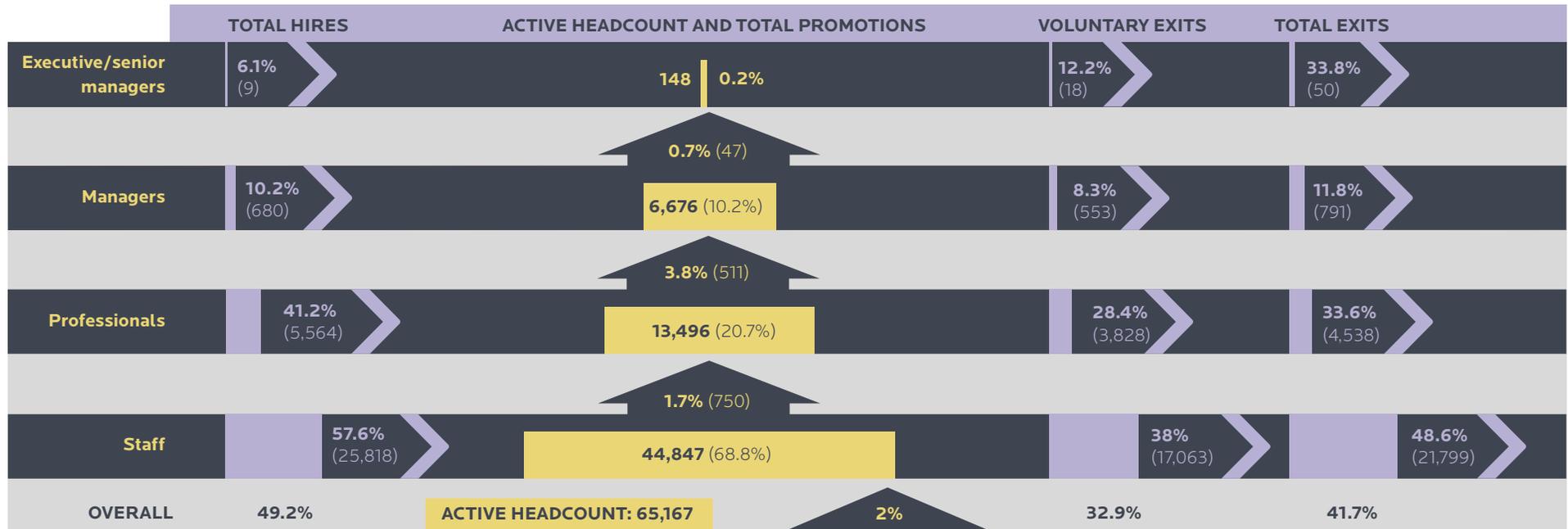
The ILM map in Figure 11 shows the flow of young professionals throughout the industry in 2018.⁹ Similar to the overall industry ILM map, the shape of the young professional ILM map shows that the bulk of young professional employees in the industry are located at the

staff level (~69%), with fewer young professionals at the professional level (~21%) and manager level (~10%), and few at the executive/senior manager level (<1%).

Figure 12 displays the flow of young professional men and women throughout the industry. Similar to the overall industry map by gender, the representation of young professional women declines as the career level increases—from 50% at the staff level to 39% at the manager level—but unlike the overall industry map, the representation of young professional women at the executive/senior manager level (44%) is higher than at the manager level (39%). Promotion rates into the two

highest levels for young professional women are either greater than or equal to the promotion rates for young professional men, and lower for young women into the professional level than for young men. Hire rates are higher for young professional women at the staff level, higher for young professional men at the professional level, and are similar for young professional women and men at the manager and executive/senior manager levels. Total exit rates are lower for young professional men at the staff and manager levels, while the rates are lower for young professional women at the professional and executive/senior manager levels.

FIGURE 11. 2019 INDUSTRY-WIDE ILM MAP: YOUNG PROFESSIONALS

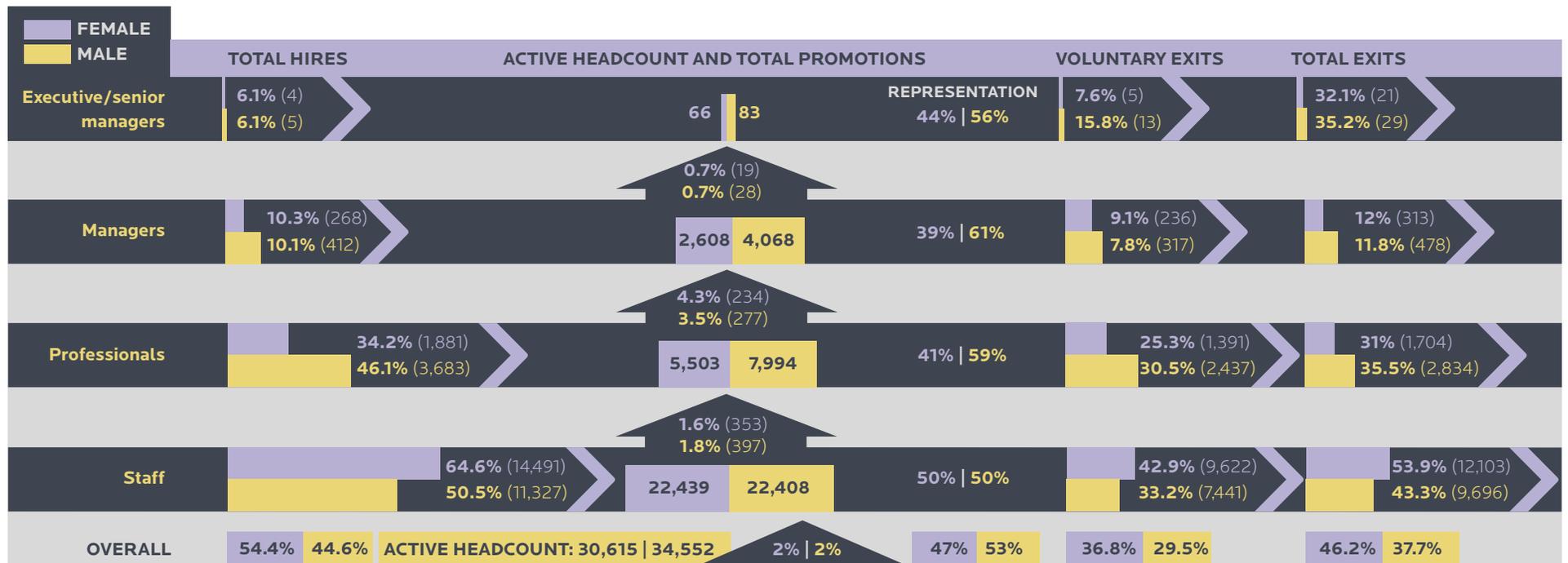


Note: The ILM map reflects 17 organizations that provided the information needed to create the map. Maps exclude blue collar workers. Percentages shown in parentheses in/near yellow boxes represent the proportion of the non-blue collar workforce that is located at that career level. Copyright © 2019 Mercer (US) Inc. All rights reserved.

⁹ Young professionals include employees born on or after January 1, 1983.



FIGURE 12. 2019 INDUSTRY-WIDE ILM MAP: YOUNG PROFESSIONALS: FEMALE VS. MALE



Note: The ILM map reflects 17 organizations that provided the information needed to create the map. Maps exclude blue collar workers.
 Copyright © 2019 Mercer (US) Inc. All rights reserved.

Figure 13 shows how the representation of women at the manager level and above is projected to change over the next five and ten years under different scenarios regarding future workforce dynamics in the industry. Assuming the workforce dynamics experienced in 2018—i.e., hire rates, promotion rates, and exit rates—continue over the next five and ten years, representation of women at the manager level and above is expected to increase from 34% (“current representation”) to 35% (“baseline”) in 5 years and to 37% (“baseline”) in 10 years. If hiring rates, promotion rates, and turnover rates of women, where they are not on par with their male counterparts, are brought into alignment (“closed gaps”), representation of women at the manager

level and above is expected to increase to 36% over the next five years and to 40% over the next ten years. The key factors to increase representation of women at the manager level and above are improvements in hiring and retention (turnover) of women.

Figure 13 also shows the estimated changes in representation of the 2018 cohort of young professional women at the manager level and above over the next five and ten years. With no changes to workforce dynamics, representation of the 2018 cohort of young professional women at the manager level and above is expected to increase to 40% over the next five years and to return to

39% over the next ten years. If hiring rates, promotion rates, and turnover rates of young professional women, where they are not on par with their young professional male counterparts, are brought into alignment, representation of young professional women at the manager level and above is expected to increase to 42% over the next five years and to nearly reach parity over the next ten years with an increase to 49%. The key factor to increase representation of young professional women at the manager level and above is improvement in hiring of young professional women.

FIGURE 13. THE INDUSTRY OPPORTUNITY: WOMEN

	CURRENT REPRESENTATION (MANAGER+)	PROJECTED REPRESENTATION IN 5 YEARS		PROJECTED REPRESENTATION IN 10 YEARS		KEY LEVEL(S) TO INCREASE REPRESENTATION		
		BASELINE	CLOSED CAPS	BASELINE	CLOSED CAPS	HIRING	PROMOTION	RETENTION
OVERALL INDUSTRY WORKFORCE								
INDUSTRY	34%	35%	36%	37%	40%	✓		✓
OPERATORS	30%	32%	33%	33%	37%	✓		✓
PROGRAMMERS	47%	50%	51%	52%	54%	✓		✓
YOUNG PROFESSIONAL WORKFORCE								
INDUSTRY	39%	40%	42%	39%	49%	✓		
OPERATORS	33%	35%	38%	36%	48%	✓		
PROGRAMMERS	57%	55%	58%	53%	60%	✓		✓

Copyright © 2019 Mercer (US) Inc. All rights reserved.





2019 INDUSTRY SCORECARD

REPRESENTATION OF WOMEN IN THE INDUSTRY

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS	NATIONAL BENCHMARK			
				ALL INDUSTRIES	INFORMATION SECTOR	TELECOMM INDUSTRY	BROADCASTING INDUSTRY
Overall workforce	33%	31%	46%	48%	40%	37%	38%
Professionals	37%	32%	45%	53%	36%	34%	41%
Entry and mid-level managers	35%	31%	49%	40%	37%	33%	39%
Executives and senior-level managers	35%	26%	39%	30%	28%	23%	30%
Boards of directors	24%	17%	31%	24%	-	-	-

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers. With the exception of boards of directors, national benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database. For boards of directors, the national benchmark is from the Spencer Stuart U.S. Board Index 2018 and denotes the representation of women on the boards of S&P 500 companies.

REPRESENTATION OF WOMEN OF COLOR IN THE INDUSTRY

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS	NATIONAL BENCHMARK			
				ALL INDUSTRIES	INFORMATION SECTOR	TELECOMM INDUSTRY	BROADCASTING INDUSTRY
Overall workforce	17%	17%	20%	20%	15%	17%	14%
Professionals	16%	13%	21%	16%	13%	14%	15%
Entry and mid-level managers	13%	11%	17%	11%	11%	11%	12%
Executives and senior-level managers	12%	5%	16%	5%	5%	4%	7%
Boards of directors	4%	3%	5%	5%	-	-	-

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers. With the exception of boards of directors, national benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database. For boards of directors, the national benchmark denotes the representation of women of color on the boards of Fortune 500 companies and is from Deloitte and Alliance for Board Diversity, Missing Pieces Report: The 2018 Board Diversity Census of Women and Minorities on Fortune 500 Boards.

PERCENT OF ORGANIZATIONS ENGAGING IN KEY DIVERSITY PRACTICES

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Community outreach is related to diversity (e.g., links between organization and educational institutions, government, etc.)	95%	100%	90%
Diversity awareness is celebrated in the form of different cultural events (e.g., Black History Month, Hispanic Heritage Month, etc.)	85%	88%	80%
Routinely checks for and acts to close gender and race/ethnicity gaps in hiring rates	85%	100%	70%
Targeted leadership development opportunities (e.g., mentoring, coaching, etc.) are designed to increase diversity in higher-level positions within the organization	80%	88%	70%
Employee attitude/satisfaction/engagement survey includes items that relate to organizational diversity and inclusion	75%	100%	50%
Aligns diversity strategy with business goals and objectives	70%	75%	60%
Routinely checks for and acts to close gender and race/ethnicity gaps in promotion rates	70%	100%	50%
Develops strategies to ensure diversity in suppliers, contractors, etc.	62%	63%	73%
Routinely reviews and acts upon employee attitude/satisfaction/engagement survey responses by gender and race/ethnicity	60%	75%	40%
Routinely checks for and acts to close gender and race/ethnicity gaps in turnover rates	55%	75%	30%
Leadership development opportunities are specifically tailored for women and people of color	52%	63%	45%
Employee affinity groups/ERGs exist in the organization (e.g., employee resource networks, which are groups formed around an aspect of diversity)	50%	50%	40%
Mentoring programs for women and people of color	45%	63%	40%
People managers are held accountable for diversity-related tasks or outcomes in the performance management process	40%	50%	30%
Bonus/incentive pay for management is linked to the achievement of organizational diversity goals	35%	50%	30%
Routinely checks for and acts to close gender and race/ethnicity gaps in performance ratings	35%	50%	20%
Sponsorship programs for women and people of color	30%	38%	30%
Programs with a focus on global/international diversity exist in the organization	30%	38%	30%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.



PERCENT OF ORGANIZATIONS WITH FLEXIBLE WORKING BENEFITS

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Telecommuting on a part-time basis	71%	63%	73%
Flextime	67%	63%	73%
Telecommuting on a full-time basis	52%	50%	55%
Compressed workweeks	48%	63%	36%
Shift flexibility	43%	63%	27%
Job sharing	38%	25%	55%
On-ramping for elder care givers or parents re-entering workforce	19%	13%	27%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

WAYS IN WHICH CEOs DEMONSTRATE SUPPORT FOR DIVERSITY INITIATIVES

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Signs off on diversity metrics and programs	67%	88%	38%
Regularly meets with various employee resource groups affinity groups	61%	50%	75%
Is a member of the diversity council	50%	63%	38%
Signs off on executive compensation targets tied to diversity	44%	50%	25%
Signs off on supplier diversity goals	39%	50%	38%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

EXTENT TO WHICH SENIOR EXECUTIVES ARE ACTIVELY INVOLVED/ENGAGED IN DIVERSITY AND INCLUSION PROGRAMS/INITIATIVES

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Extremely	35%	38%	40%
Very	25%	38%	20%
Somewhat	30%	25%	20%
Slightly	5%	0%	10%
Not at all	5%	0%	10%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

PERCENT OF ORGANIZATIONS PROVIDING DIVERSITY AND INCLUSION TRAINING IN 2018

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Yes, provided diversity and inclusion training in 2018	67%	50%	73%
No, did not provide diversity and inclusion training in 2018	33%	50%	27%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

MANDATORY VS. VOLUNTARY DIVERSITY AND INCLUSION TRAINING

		2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Executive/senior level officials and managers	Mandatory	57%	50%	63%
	Voluntary	43%	50%	0%
First/mid-level officials and managers	Mandatory	64%	75%	63%
	Voluntary	36%	25%	38%
Non-management employees	Mandatory	57%	50%	63%
	Voluntary	43%	50%	38%

Table reflects organizations that offered diversity and inclusion training in 2018. Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

TRAINING FORMAT FOR DIVERSITY AND INCLUSION TRAINING

		2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Executive/senior level officials and managers	In-person only	36%	0%	50%
	Web-based only	14%	25%	0%
	Both	50%	75%	50%
First/mid-level officials and managers	In-person only	36%	0%	50%
	Web-based only	21%	50%	0%
	Both	43%	50%	50%
Non-management employees	In-person only	36%	0%	50%
	Web-based only	29%	50%	13%
	Both	36%	50%	38%

Table reflects organizations that offered diversity and inclusion training in 2018. Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

PERSON RESPONSIBLE FOR SPEARHEADING DIVERSITY AND INCLUSION INITIATIVES

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Head of HR (e.g., CHRO, EVP/SVP/VP HR)	37%	38%	44%
Chief Diversity Officer	32%	38%	22%
VP diversity/inclusion/wellness, SVP diversity/inclusion/wellness	11%	13%	11%
HR department	11%	13%	0%
President/CEO	5%	0%	11%
Other	5%	0%	11%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

DIVERSITY-RELATED STAFF AND INTERNAL GROUPS

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Organization has an internal group that focuses on diversity	80%	88%	70%
If organization has an internal group, senior executive (i.e., CEO and/or direct report) is a member of the group	69%	86%	57%
Organization has staff dedicated exclusively to diversity and inclusion	50%	75%	40%
Median number of full-time equivalent employees (FTEs) on staff dedicated exclusively to diversity and inclusion*	6.5	7	6.5

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

*Excludes organizations reporting zero FTEs dedicated exclusively to diversity and inclusion.





KEY FINDINGS FOR OPERATORS

In this section, references to changes in representation over the past two years refer to data from “survey-over-survey” participants — that is, MSOs that participated in both the 2017 and 2019 PAR Initiative surveys.

The MSOs that participated in the 2019 PAR Initiative survey employ nearly 207,000 people. The proportion of the overall workforce at MSOs who are women is 31% (see Figure 3). MSO representation of women has decreased by 0.3 percentage points over the past two years (see Figure 4). Among executives and senior-level managers, female representation at MSOs is 26%. Over the past two years, representation of women at the executive and senior-level manager level has decreased by 0.3 percentage points for MSOs. Among entry and mid-level managers, representation of women at MSOs is 31%. Since 2017, the representation of women at the entry and mid-level manager level has decreased by 1 percentage point for MSOs. For professionals, the representation of women at MSOs is 32%. Comparing 2019 to 2017 representation, the proportion of women at the professional level has increased by 1 percentage point for MSOs. Looking at the boards of directors of MSOs, 17% of board members are women. Over the past two years, the representation of women among MSO boards of directors increased by 1.6 percentage points.

Looking at women of color at MSOs, the percentage of the overall workforce who are women of color is 17% (see Figure 5). Over the past two years, the representation of women of color has increased for MSOs by 1.4 percentage points (see Figure 6). The proportion of executives and senior-level managers who are women of color is 5%. From 2017 to 2019, the representation of women of color among executives and senior-level managers decreased by 0.2 percentage points for MSOs. For entry and mid-

level managers, 11% are women of color. Since 2017, the representation of women of color at the entry and mid-level manager level has increased by 1.1 percentage points for MSOs. Thirteen percent of professionals are women of color. Over the past two years, the representation of women of color at the professional level has increased for MSOs by 1.6 percentage points. Examining boards of directors at MSOs, women of color constitute 3% of board members. From 2017 to 2019, the representation of women of color on MSO boards increased by 3 percentage points.

For each major employee group examined, representation of women is lower for MSOs than for programmers. However, CEOs at MSOs demonstrate support for diversity initiatives through policies they implement. For example, 50% of MSOs report that their CEO signs off on executive compensation targets tied to diversity, compared to 25% for programmers. Notably, 88% of MSOs report that their CEO signs off on diversity metrics and programs, compared to 38% of programmers. Further, 63% of MSOs report that their CEO is a member of the company’s diversity council, compared to 38% of programmers. MSOs report that senior executives (i.e., CEO and direct reports) are extremely or very involved or engaged in diversity and inclusion programs and initiatives at a higher rate than programmers (76% vs. 60%).¹⁰

¹⁰ Identified as companies that indicated senior executives are “Extremely” or “Very” involved/engaged in diversity and inclusion programs/initiatives.

The ILM map in Figure 14 shows the flow of talent throughout the participating MSOs in 2018. The majority of employees are located at the staff level (~61%), with 19% at the professional level and about 20% at the manager level. Less than 1% of employees are at the executive/senior manager level. Similar to what we saw in the overall ILM map for the industry, upward movement out of the staff level at MSOs is limited (1.4% promotion rate), with more movement from the professional level to the manager level (3.4% promotion rate). Moves into the executive/senior manager level are rare (0.2% promotion

rate). Moreover, hire rates and exit rates are higher at lower levels of the career hierarchy.

The ILM map in Figure 15 depicts the flow of women and men in 2018 for MSOs. The map shows that representation of women is lower at higher career levels, ranging from 47% at the staff level to 25% at the executive/senior manager level. Looking at promotion rates, the rate for women and men is similar at the staff level (1.2% vs. 1.5%), higher for women than men at the manager level (4.1% vs. 3.1%), and equal at the executive/

senior manager level (0.2%). Hire rates are higher for women as compared to men at the staff, manager, and executive/senior manager levels and lower for women at the professional level. Exit rates are higher for women than for men at the staff, manager, and executive/senior manager levels and lower for women at the professional level.

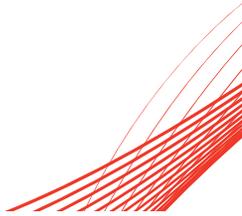
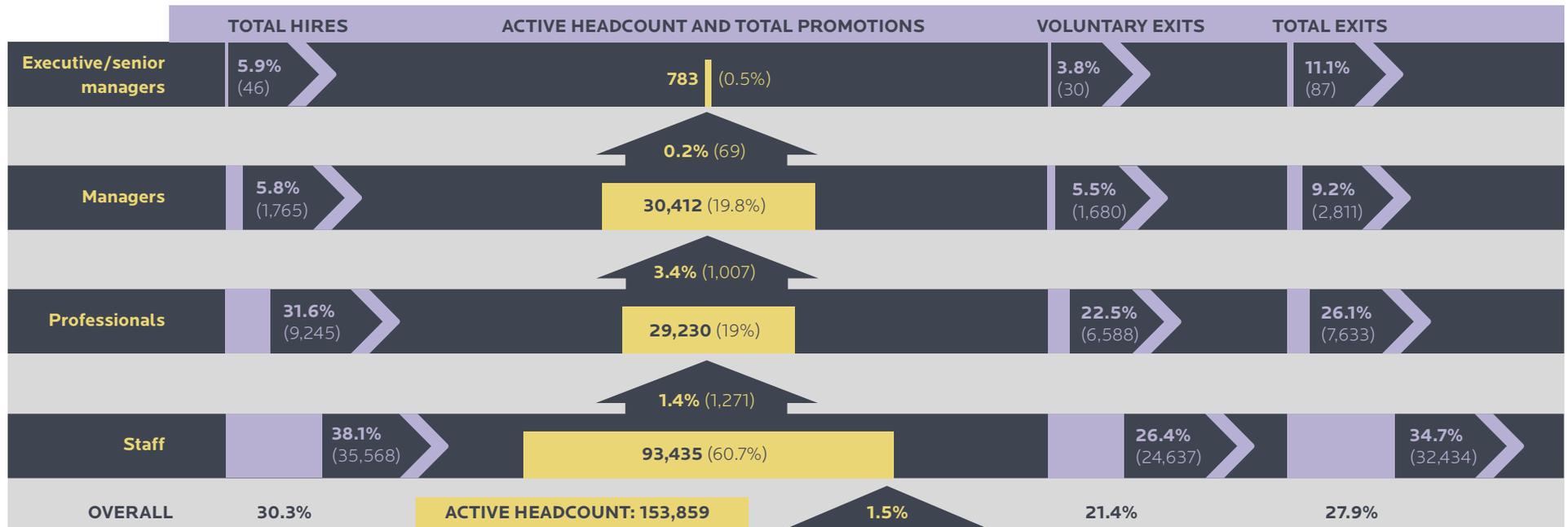


FIGURE 14. 2019 MULTI-SYSTEM OPERATORS ILM MAP



Note: The ILM map reflects 8 organizations that provided the information needed to create the map. Maps exclude blue collar workers. Percentages shown in parentheses in/near yellow boxes represent the proportion of the non-blue collar workforce that is located at that career level.

Copyright © 2019 Mercer (US) Inc. All rights reserved.

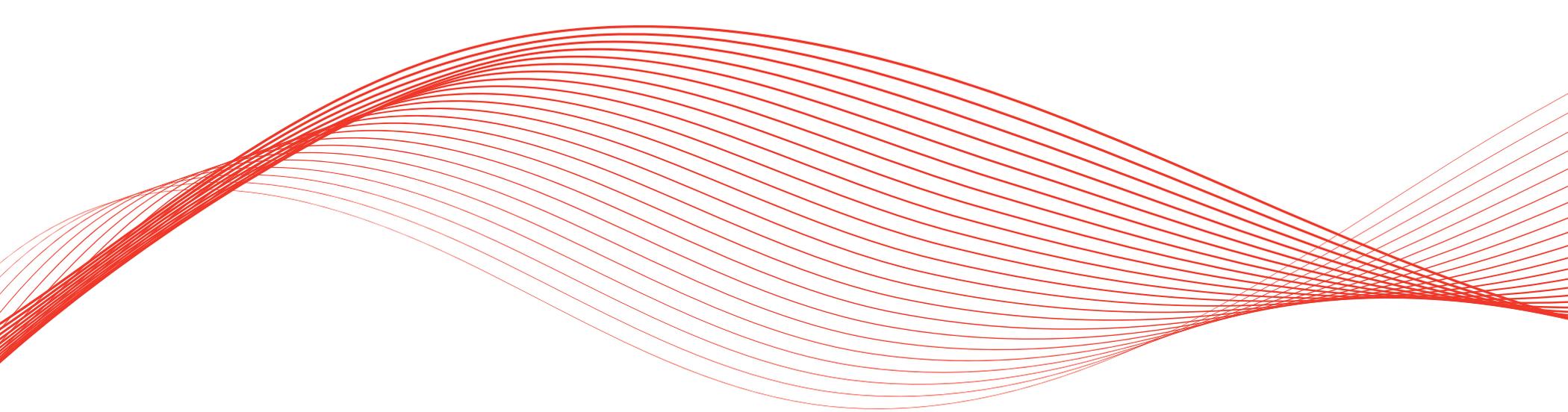
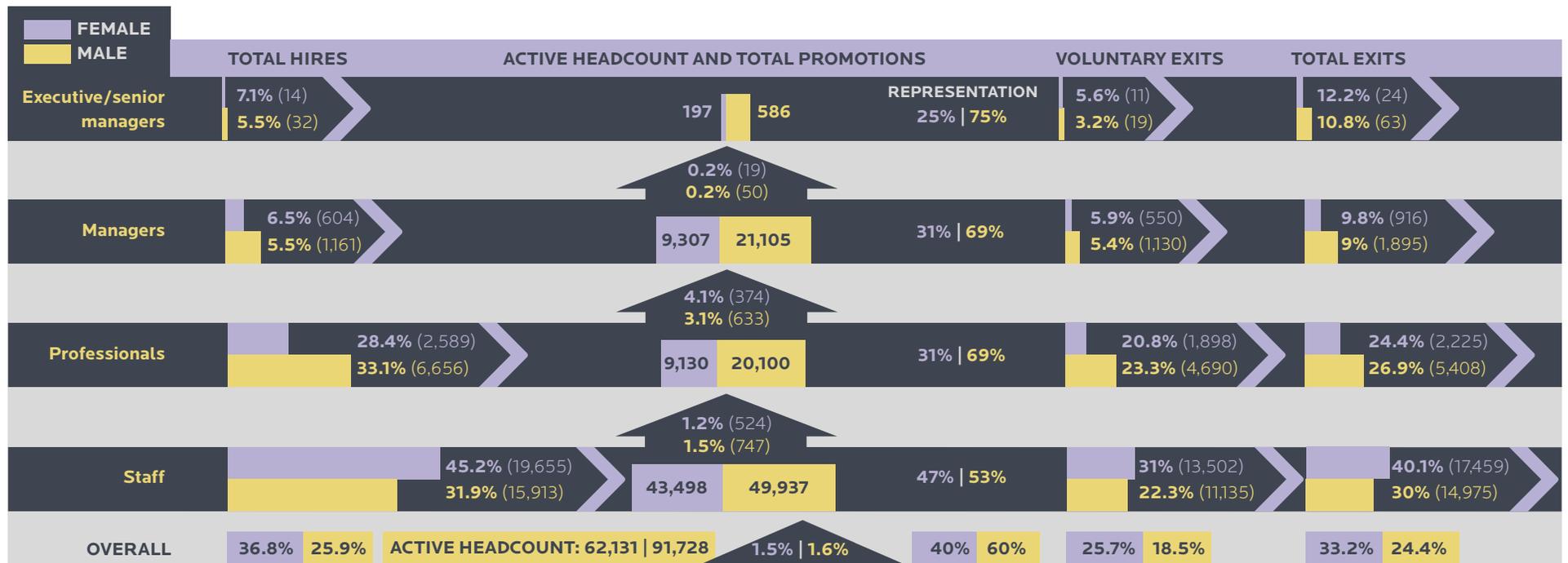


FIGURE 15. MULTI-SYSTEM OPERATORS ILM MAP: FEMALE VS. MALE



Note: The ILM map reflects 8 organizations that provided the information needed to create the map. Maps exclude blue collar workers.
Copyright © 2019 Mercer (US) Inc. All rights reserved.

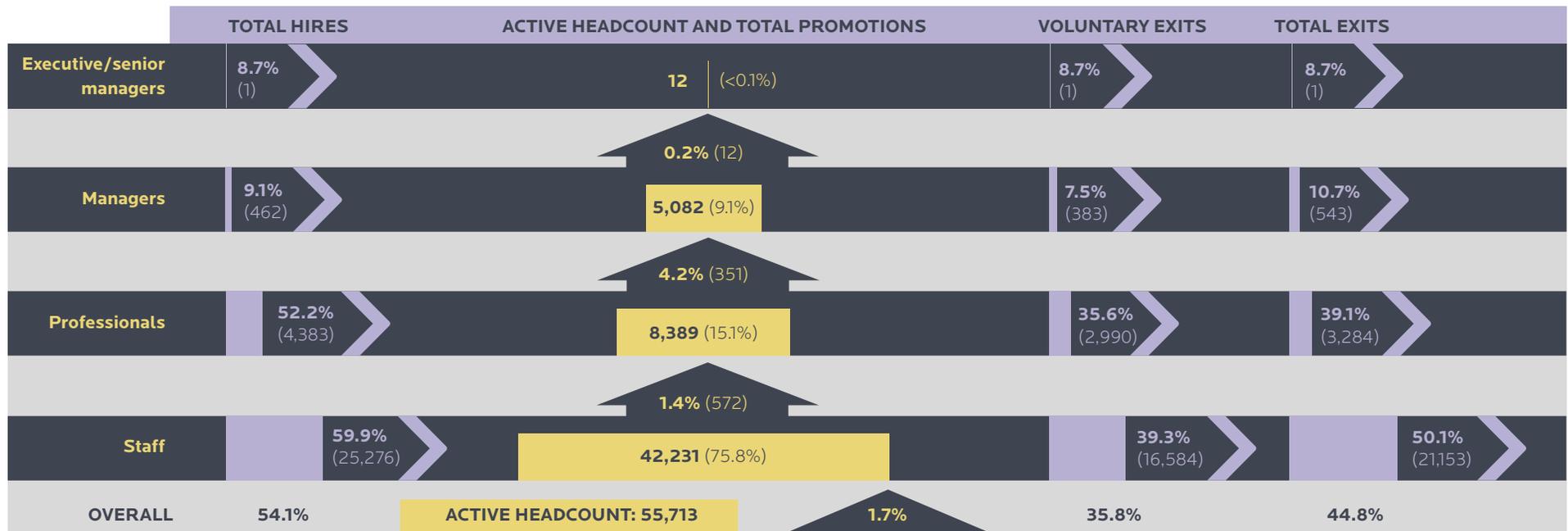
The ILM map in Figure 16 shows the flow of young professionals among MSOs in 2018. Similar to the overall MSO ILM map, the shape of the young professional MSO ILM map shows that the bulk of young professional MSO employees in the industry are located at the staff level (~76%), with fewer young professionals at the professional level (~15%) and manager level (~9%), and few at the executive/senior manager level (<1%).

Figure 17 displays the flow of young professional men and women among MSOs in the industry. Similar to the

overall MSO map by gender, the representation of MSO young professional women generally declines as the career level increases—from 50% at the staff level to 30% at the executive/senior manager level. Promotion rates for MSO young professional women are lower than those of MSO young professional men going from the staff to professional level (1.1% vs. 1.6%) and from the manager to executive/senior manager level (0.1% vs. 0.3%). However, promotion rates for MSO young professional women are higher than those of MSO young professional men going

from the professional to the manager level (5.3% vs. 3.7%). Hire rates are lower for MSO young professional women than men at all levels except the staff level. Total exit rates are lower for MSO young professional women at all levels except for the staff level.

FIGURE 16. 2019 MULTI-SYSTEM OPERATORS ILM MAP: YOUNG PROFESSIONALS

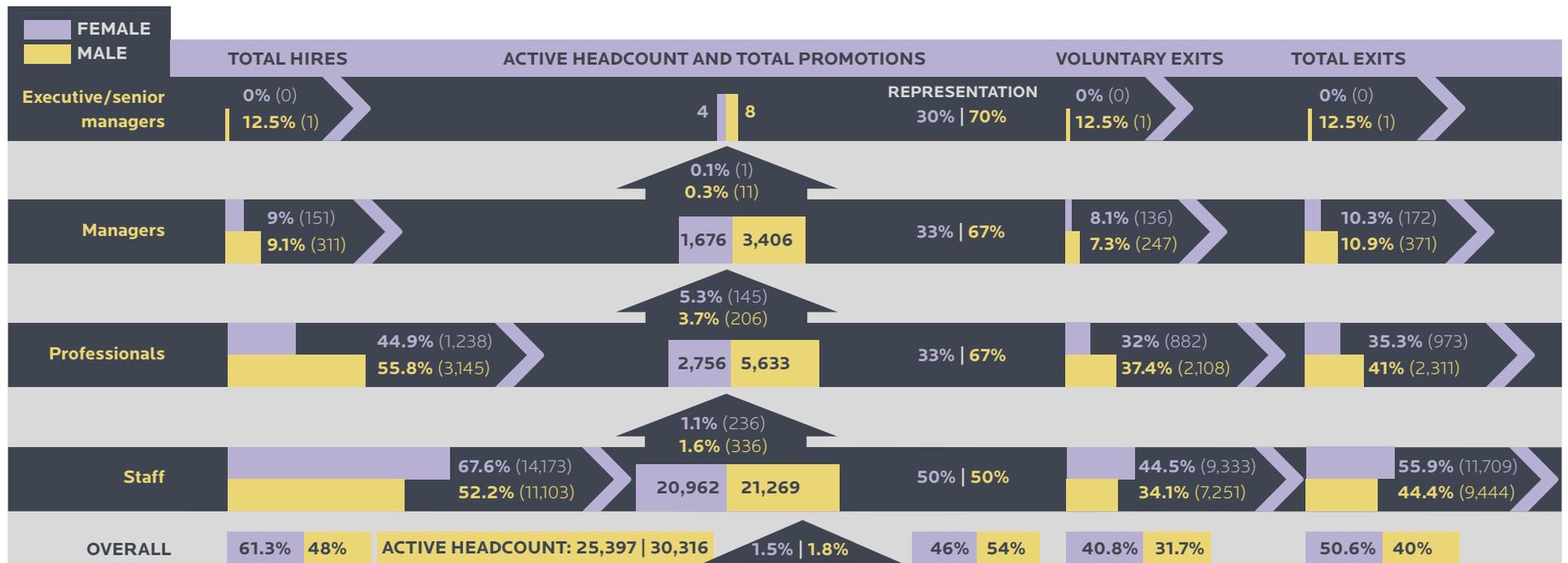


Note: The ILM map reflects 8 organizations that provided the information needed to create the map. Maps exclude blue collar workers. Percentages shown in parentheses in/near yellow boxes represent the proportion of the non-blue collar workforce that is located at that career level.

Copyright © 2019 Mercer (US) Inc. All rights reserved.



FIGURE 17. 2019 MULTI-SYSTEM OPERATORS ILM MAP: YOUNG PROFESSIONALS: FEMALE VS. MALE



Note: The ILM map reflects 8 organizations that provided the information needed to create the map. Maps exclude blue collar workers.
Copyright © 2019 Mercer (US) Inc. All rights reserved.

Figure 13 shows how the representation of MSO women at the manager level and above is projected to change over the next five and ten years under different scenarios regarding future workforce dynamics in the industry. Assuming the workforce dynamics experienced in 2018—i.e., hire rates, promotion rates, and exit rates—continue over the next five and ten years, representation of MSO women at the manager level and above is expected to increase from 30% to 32% in five years and to 33% in the next ten years. If hiring, promotion, and turnover rates of women, where they are not on par with their male counterparts, are brought into alignment, representation of MSO women at the manager level and above is expected to increase to 33% over the next five years and to 37% over the next ten years. The key factors to increase representation of MSO women at the manager level and above are improvements in hiring and retention (turnover) of women.

Figure 13 also shows the estimated changes in representation of the 2018 cohort of MSO young professional women at the manager level and above over the next five and ten years. With no changes to workforce dynamics, representation of the 2018 cohort of MSO young professional women at the manager level and above is expected to increase from 33% to 35% in five years and to 36% in ten years. If hiring, promotion, and turnover rates of young professional women, where they are not on par with their young professional male counterparts, are brought into alignment, representation of MSO young professional women at manager level and above is expected increase to 38% over the next five years and to nearly reach parity over the next ten years with an increase to 48%. The key factor to increase representation of MSO young professional women at the manager level and above is improvement in hiring of young professional women.



TOUCHSTONES LUNCHEON







KEY FINDINGS FOR PROGRAMMERS

In this section, references to changes in representation over the past two years refer to data from “survey-over-survey” participants—that is, programmers that participated in both the 2017 and 2019 PAR Initiative surveys.

Collectively, the programmers that participated in the 2019 PAR Initiative survey employ nearly 39,000 people. The proportion of the overall programmer workforce who are women is 46% (see Figure 3). Over the past two years, the representation of women in the industry overall has increased by 0.5 percentage points for programmers (see Figure 4). The percentage of executives and senior-level managers who are women is 39%. Over the past two years, representation of women among executives and senior-level managers has increased by 1.6 percentage points for programmers. Among entry and mid-level managers, the current representation of women at programmers is 49%. Since 2017, the representation of women at the entry and mid-level manager level has increased by 0.8 percentage points for programmers. The representation of women at the professional level is currently 45%. Comparing 2019 to 2017 representation, the proportion of women at the professional level has increased by 0.7 percentage points for programmers. Looking at board members, 31% of board members at programmers are women. Comparing 2017 to 2019, the representation of women among boards of directors increased by 11.4 percentage points for programmers.

The survey results show that across the participating programmers, women of color constitute 20% of the overall workforce (see Figure 5). Over the past two years, the representation of women of color has increased for programmers by 0.9 percentage points (see Figure 6). Sixteen percent of executives and senior-level managers are women of color. From 2017 to 2019, the representation of women of color among executives and senior-level managers increased by 1 percentage point for programmers. Moreover, 17% of entry and mid-level managers are women of color. Since 2017, the representation of women of color at the entry and mid-level manager level has remained flat (0 percentage point change) for programmers. For professionals, 21% are women of color. Over the past two years, the representation of women of color at the professional level has decreased for programmers by 0.3 percentage points. Examining boards of directors for programmers, women of color constitute 5% of board members. This has changed since 2017, with a 1.3 percentage point increase for programmers.

In terms of the representation of women and women of color, programmers outperform MSOs in each employee category examined. Moreover, the representation of women and women of color at management levels exceeds all four of the national benchmarks.

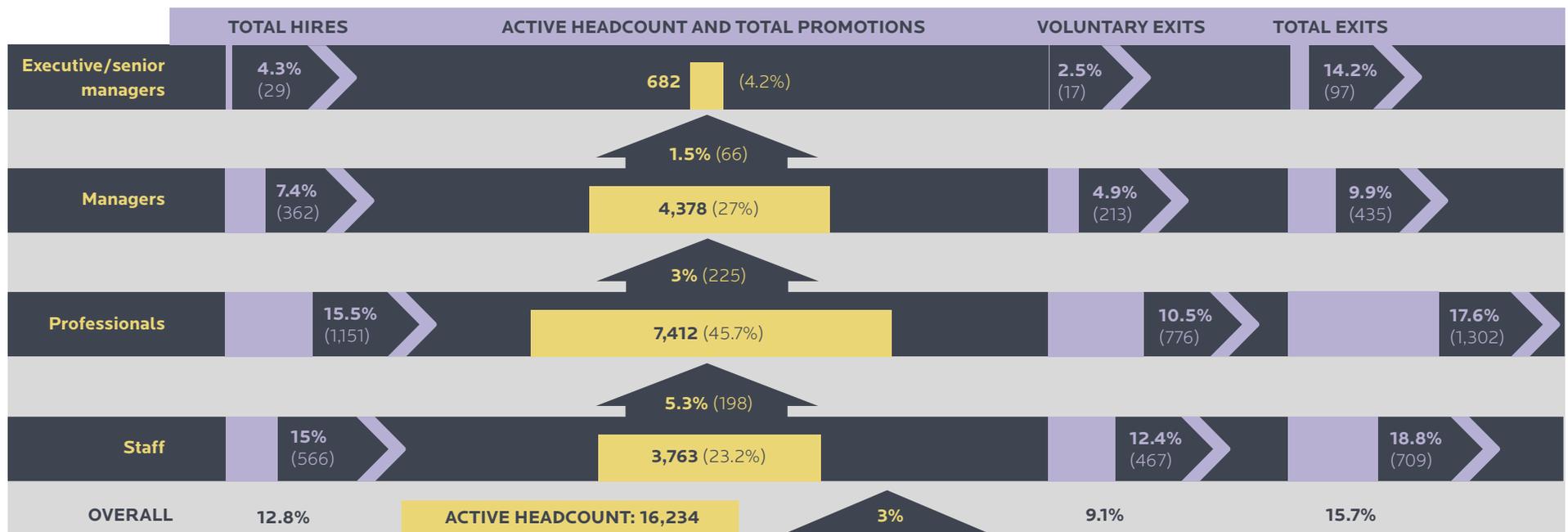
The ILM map in Figure 18 shows the flow of talent in 2018 throughout the participating programming organizations. Unlike the ILM map for the industry overall and the ILM map for MSOs, the largest career level for programmers is the professional level (~46%) rather than the staff level. The staff level among programmers contains roughly 23% of employees and the manager level contains about 27%. The remaining employees are at the executive/senior manager level (~4%). Moreover, unlike the overall ILM map and the MSO ILM map where upward movement out of the staff level is limited, for programmers, the

promotion rate out of the staff level into the professional level is higher than the promotion rates in more senior levels of the hierarchy.

The ILM map in Figure 19 illustrates the flow of women and men for programmers in 2018. The representation of women among programmers is higher at the manager level (49%) and staff level (47%) than at the professional level (45%). Moreover, promotion rates for women at each level are higher than those for men. Hire rates for women exceed hire rates for men at all levels except the executive/

senior manager level. Total exit rates for women are higher than those of men at staff and professional levels, and comparable at the manager level (9.9% for women and 10% for men).

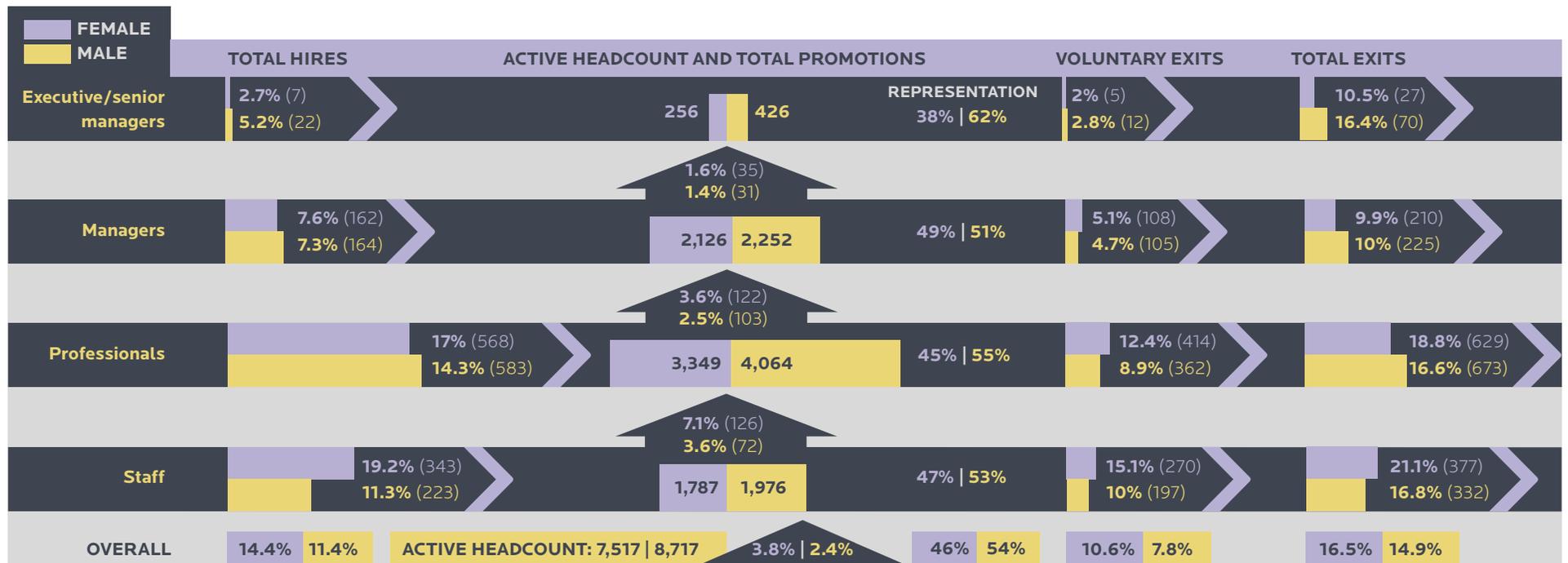
FIGURE 18. 2019 PROGRAMMERS ILM MAP: YOUNG PROFESSIONALS



Note: The ILM map reflects 9 organizations that provided the information needed to create the map. Maps exclude blue collar workers. Percentages shown in parentheses in/near yellow boxes represent the proportion of the non-blue collar workforce that is located at that career level.

Copyright © 2019 Mercer (US) Inc. All rights reserved.

FIGURE 19. PROGRAMMERS ILM MAP: FEMALE VS. MALE



Note: The ILM map reflects 9 organizations that provided the information needed to create the map. Maps exclude blue collar workers.
 Copyright © 2019 Mercer (US) Inc. All rights reserved.

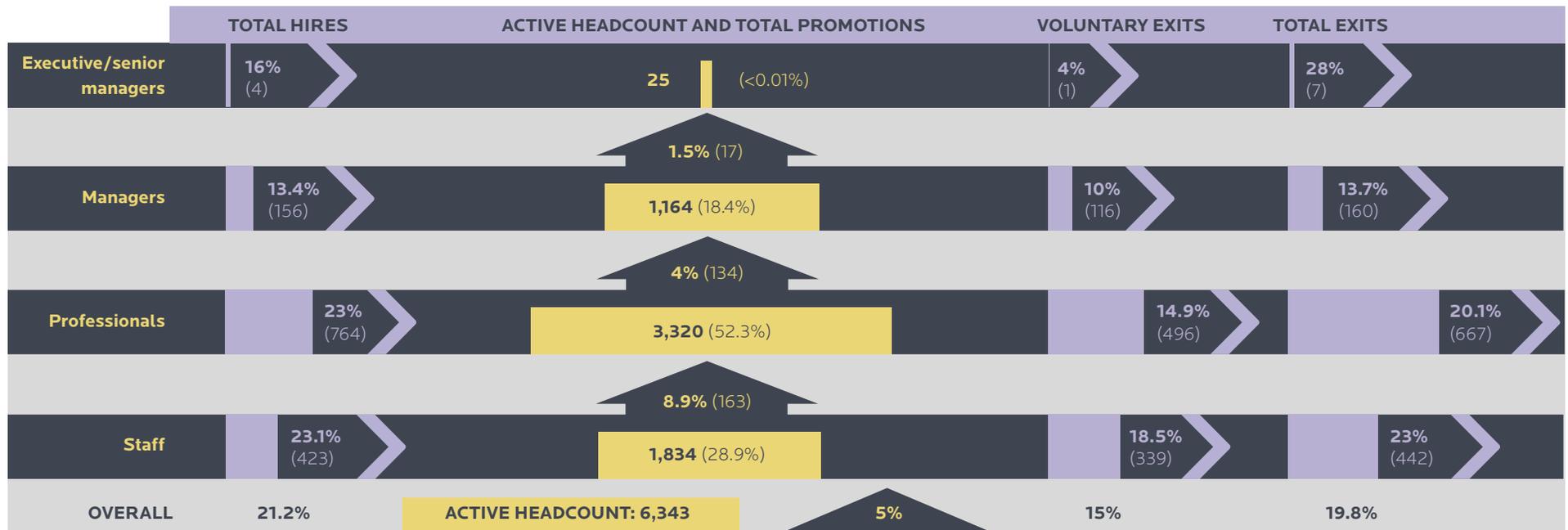
Figure 20 shows that the ILM map for young professional programmers is similarly distributed when compared to the overall programmers ILM map, with the majority of the young professional workforce located at the professional level (~52%). Also similar to the overall programmers ILM map, the promotion rates for young professional programmers decrease as level increases, with the promotion rate into the professional level higher than the promotion rate into other levels. Patterns of hiring

and turnover among young professional programmers also mimic those observed in the overall programmers ILM map, with highest rates of hiring at the professional level and highest rates of turnover at the staff level.

The ILM map in Figure 21 displays the flow of young professional women and men for programmers in 2018. The representation of young professional women is higher than that of young professional men at all career levels except for the executive/senior manager level. Promotion rates are higher among young professional

women at most levels. For hiring, young professional men are hired at higher rates at the manager level, while young professional women are hired at higher rates at the other levels. Total exit rates are lower for young professional women at the manager level and are lower for professional men at all other levels.

FIGURE 20. 2019 PROGRAMMERS ILM MAP: YOUNG PROFESSIONALS

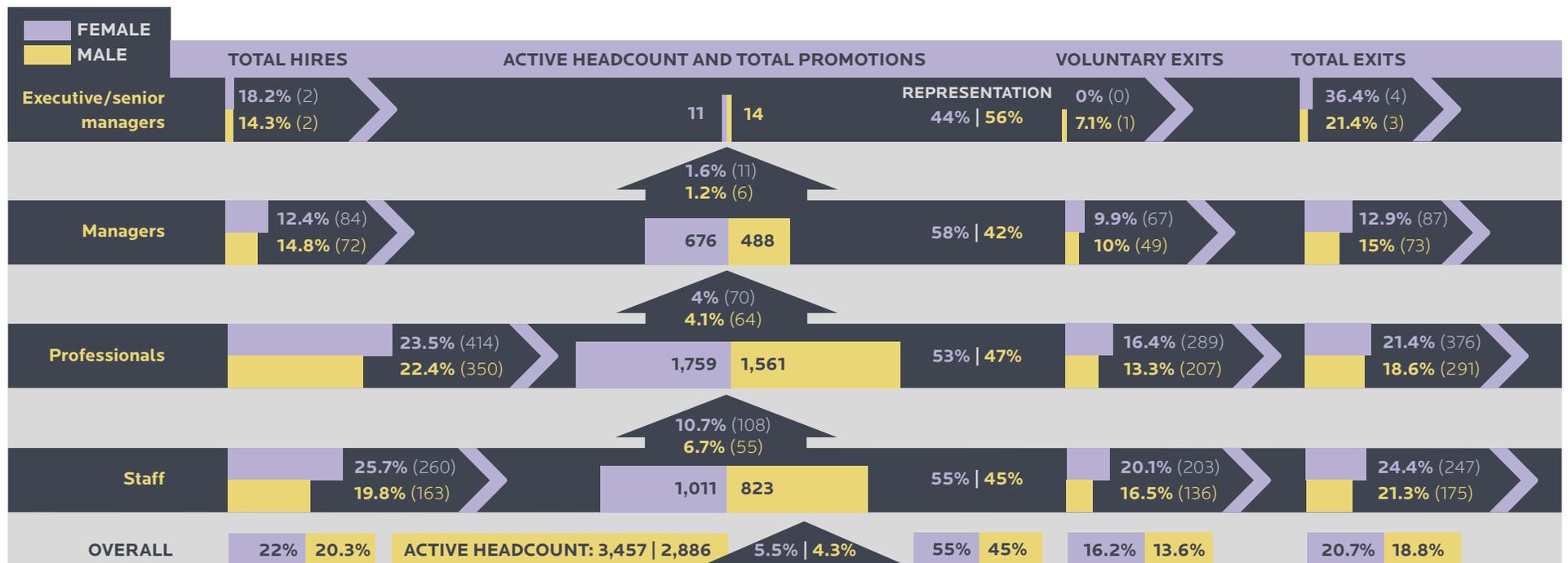


Note: The ILM map reflects 8 organizations that provided the information needed to create the map. Maps exclude blue collar workers. Percentages shown in parentheses in/near yellow boxes represent the proportion of the non-blue collar workforce that is located at that career level.

Copyright © 2019 Mercer (US) Inc. All rights reserved.



FIGURE 21. 2019 PROGRAMMERS ILM MAP: YOUNG PROFESSIONALS: FEMALE VS. MALE



Note: The ILM map reflects 8 organizations that provided the information needed to create the map. Maps exclude blue collar workers.
 Copyright © 2019 Mercer (US) Inc. All rights reserved.



Figure 13 illustrates that, among programmers, the representation of women at the manager level and above is projected to increase from 47% to 50% over the next five years and to 52% over the next ten years, assuming no changes to the observed 2018 hiring, promotion, and exit rates. If both hiring and turnover rates of women, where they are not on par with their male counterparts, are brought into alignment, representation of women at the manager level and above is expected to increase to 51% over the next five years and to 54% over the next ten years. Among programmers, the key factors to increase representation of women at the manager level and above are improvements in hiring and retention (turnover) of women.

Figure 13 also shows the estimated changes in representation among programmers of the 2018 cohort of young professional women at the manager level and above over the next ten years. With no changes to workforce dynamics, representation of the 2018 cohort of young professional women at the manager level and above is expected to decrease from 57% to 55% over the next five years and to decrease to 53% over the next ten years, yet still remain above parity. If hiring rates, promotion rates, and turnover rates of young professional women, where they are not on par with their young professional male counterparts, are brought into alignment, representation of young professional women at the manager level and above is expected to reach 58% over the next five years and 60% over the next ten years. The key factors to further increase representation of young professional women at the manager level and above among programmers are improvements in hiring and retention (turnover) of young professional women.



- Budget
- Turnover
- Share
- Consolidation
- Culture
- Competitor
- Customer Satisfaction
- Core
- Finding
- Multi



LEADERSHIP
CONFERENCE
SPEAKER

PAR FINDINGS

The PAR Initiative actively monitors the use of policies and practices in the cable and communications industry that support pay equity, advancement opportunities, and resources for work/life integration.

PAY EQUITY

In 2019, 81% of participating organizations reported that gender pay equity is a core part of their organization’s compensation philosophy and strategy (see Figure 22). Moreover, 53% conduct pay equity analyses for women at least annually. The percentage of MSOs and programmers conducting pay equity analyses for women is 86% and 30%, respectively. For organizations that conduct pay equity analyses, 73% use an approach that relies on a robust statistical approach, such as multiple regression. These figures are 71% for both MSOs and programmers. Sixty-three percent of participating organizations have a formalized remediation process to address pay equity risks, although MSOs (75%) are more likely to than programmers (50%).

FIGURE 22: PAY EQUITY

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Gender pay equity is a core part of organization’s compensation philosophy/strategy	81%	88%	73%
For organizations that conduct pay equity analyses, the approach relies on a robust statistical approach (e.g., multiple regression)	73%	71%	71%
Organization has a formalized remediation process to address any pay equity risks identified	63%	75%	50%
Conduct pay equity analyses for women at least annually	53%	86%	30%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

FIGURE 23: ADVANCEMENT OPPORTUNITIES

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Routinely check for and act to close gender and race/ethnicity gaps in promotion rates	85%	100%	70%
Targeted leadership development opportunities (e.g., mentoring, coaching, etc.) are designed to increase diversity in higher-level positions within the organization	80%	88%	70%
Leadership development opportunities that are specifically tailored for women and people of color	52%	63%	45%
Mentoring programs for women and people of color	45%	63%	40%
Sponsorship programs for women and people of color	30%	38%	30%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

FIGURE 24: KEY RESOURCES FOR WORK/LIFE INTEGRATION

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Child care referral service is offered	76%	88%	73%
Elder care referral service is offered	76%	88%	73%
Telecommuting on a part-time basis is offered	71%	63%	73%
Flextime is offered	67%	63%	73%
Telecommuting on a full-time basis is offered	52%	50%	55%
Compressed workweeks are offered	48%	63%	36%
Backup child care services (unexpected event)/bring child to work in emergency is offered	43%	25%	55%
Shift flexibility is offered	43%	63%	27%
Job sharing is offered	38%	25%	55%
Child care center (on-site or near site center) is offered	29%	25%	36%
On-ramping for elder care givers or parents re-entering workforce is offered	19%	13%	27%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

ADVANCEMENT OPPORTUNITIES

Eighty-five percent of organizations routinely check for and act to close gender and race/ethnicity gaps in promotion rates (see Figure 23). Moreover, 80% of participating organizations report that they have targeted leadership development opportunities designed to increase diversity at higher levels, while 52% have leadership development opportunities specifically tailored for women and people of color. Forty-five percent of organizations have mentoring programs for women and people of color, while fewer (30%) have sponsorship programs for women and people of color.

MSOs (100%) are more likely than programmers (70%) to report that they routinely check for and act to close gender and race/ethnicity gaps in promotion rates. MSOs are also more likely than programmers to have targeted leadership development opportunities that are designed to increase diversity in higher levels (88% for MSOs vs. 70% for programmers). Furthermore, MSOs are more likely than programmers to have leadership development opportunities specifically tailored for women and people of color (63% for MSOs vs 45% for programmers). MSOs are more likely than programmers to have mentoring programs for women and people of color (63% for MSOs vs. 40% for programmers), and MSOs are more likely to have sponsorship programs for women and people of color (38% for MSOs vs. 30% for programmers).

RESOURCES FOR WORK/LIFE INTEGRATION

In terms of key resources for work/life integration, a majority of organizations offer elder and child care referral services, flextime and telecommuting (see Figure 24). On the other hand, fewer organizations offer on-ramping for elder care givers or parents re-entering the workforce (19%) or offer an on-site or near-site child care center (29%).

Programmers are more likely to offer telecommuting on a part-time basis (73% for programmers vs. 63% for MSOs), telecommuting on a full-time basis (55% for programmers vs. 50% for MSOs), and job sharing (55% for programmers vs. 25% for MSOs). However, MSOs are more likely to offer shift flexibility (63% for MSOs vs. 27% for programmers) and compressed workweeks (63% for MSOs vs. 36% for programmers). MSOs are also more likely to offer child care referral service (88% for MSOs vs. 73% for programmers) and to offer elder care referral service (88% for MSOs vs. 73% for programmers).





OTHER DIMENSIONS OF DIVERSITY

Respondents were asked to provide information on the ways in which their organizations support LGBTQ+ employees in the workplace, veterans returning to the civilian workforce, and people with disabilities.

LGBTQ+ EMPLOYEES IN THE WORKPLACE

Across respondents, the most common ways in which organizations support LGBTQ+ employees in the workplace are a publicized commitment to LGBTQ+ employees (75%); LGBTQ+ focused employee affinity groups or ERGs (69%); and supervisory training that includes sexual orientation and gender identity as topics (63%) (see Figure 25). Relatively few organizations have sponsorship, mentoring, or targeted leadership development programs for LGBTQ+ employees (all at 13%, respectively). MSOs and programmers are equally as likely to have a senior-level champion for LGBTQ+ hiring, development, and retention efforts (50% for both MSOs and programmers).

FIGURE 25: WAYS IN WHICH ORGANIZATIONS SUPPORT LGBTQ+ EMPLOYEES IN THE WORKPLACE

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Publicized commitment to LGBTQ+ employees	75%	83%	63%
Employee affinity groups/ERGs	69%	67%	75%
Supervisory training includes sexual orientation and gender identity as topics	63%	50%	75%
Senior-level champion for LGBTQ+ hiring, development, and retention efforts	50%	50%	50%
Targeted leadership development programs	13%	17%	13%
Mentoring programs	13%	17%	13%
Sponsorship programs	13%	17%	13%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

FIGURE 26: WAYS IN WHICH ORGANIZATIONS SUPPORT RETURN OF VETERANS TO THE CIVILIAN WORKFORCE

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Public commitment to hire, train, and support veterans	71%	88%	50%
Careers web site includes section on veteran recruitment	59%	63%	63%
Senior-level champion for veteran hiring, development, and retention efforts	53%	50%	63%
Employee affinity groups/ERGs	53%	50%	63%
Dedicated recruiting team	47%	63%	38%
Internal training program designed specifically for veterans	12%	13%	13%
Mentoring programs	12%	13%	13%
Sponsorship programs	12%	13%	13%
Targeted leadership development programs	12%	13%	13%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

FIGURE 27: WAYS IN WHICH ORGANIZATIONS SUPPORT PEOPLE WITH DISABILITIES

	2019 INDUSTRY	2019 OPERATORS	2019 PROGRAMMERS
Public commitment to hire, train, and support people with disabilities	56%	71%	38%
Careers web site includes section on recruitment for people with disabilities	50%	57%	50%
Senior-level champion for hiring, development, and retention efforts for people with disabilities	50%	71%	38%
Employee affinity groups/ERGs	50%	57%	50%
Dedicated recruiting team	31%	43%	25%
Sponsorship programs	19%	14%	25%
Targeted leadership development programs	19%	29%	13%
Internal training program designed specifically for people with disabilities	13%	14%	13%
Mentoring programs	13%	14%	13%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers.

VETERANS RETURNING TO THE CIVILIAN WORKFORCE

Figure 26 illustrates that, when looking at veterans, the most common ways in which participating organizations support veterans returning to the civilian workforce are through a public commitment to hire, train, and support veterans (71%); a careers web site that includes a section on veteran recruitment (59%); and a senior-level champion for veteran hiring, development, and retention efforts (53%). Furthermore, more than half of organizations have veteran-focused employee affinity groups/ERGs and almost half have a dedicated recruiting team. Sponsorship and mentoring programs designed specifically for veterans are relatively uncommon (12% for each). Targeted leadership development programs for veterans (12%) and internal training programs designed specifically for veterans (12%) are relatively uncommon as well. MSOs are more likely than programmers to have a public commitment to hire, train, and support veterans (88% for MSOs vs. 50% for programmers). Moreover, 63% of MSOs have a dedicated recruiting team for veterans, compared to 38% of programmers. Programmers are more likely than MSOs to have veteran-focused employee affinity groups or ERGs (63% vs. 50%) and are more likely to have a senior-level champion for veteran hiring, development, and retention efforts (63% vs. 50%).

PEOPLE WITH DISABILITIES

Fifty-six percent of responding organizations have a public commitment to hire, train, and support people with disabilities (see Figure 27). Moreover, 50% of organizations have a careers web site that includes a section on recruitment for people with disabilities; have a senior-level champion for hiring, development, and retention efforts for people with disabilities; and have disability-focused employee affinity groups/ERGs. Thirty-one percent have a recruiting team dedicated to people with disabilities, while 19% of participating organizations have targeted leadership development programs for people with disabilities and sponsorship programs. Across most of the support mechanisms surveyed, MSOs are more likely to offer support to people with disabilities. For example, 71% of MSOs have a public commitment to hire, train, and support people with disabilities, compared to 38% of programmers. Moreover, 43% of MSOs have a dedicated recruiting team for people with disabilities, compared to 25% of programmers.



TOP COMPANIES FOR WOMEN TO WORK

Responses to the 2019 PAR Initiative survey were used to identify the leading MSOs and programmers. Scoring of participating organizations was based on a combination of quantitative and qualitative survey factors, with a larger weight going to quantitative factors. The quantitative factors measure how well an organization is performing in terms of attracting, promoting, and retaining women, while the qualitative factors measure how well an organization is performing in terms of putting in place policies and practices that support a diverse and inclusive work environment. The key quantitative factors included in the scoring were the representation of women and women of color in executive and management level positions, and the degree of parity between men and women in terms of an organization's promotion, hire and exit rates. The key qualitative factors included in the scoring were company policies and practices that indicate a strong commitment to diversity and inclusion, as well as company policies and practices that specifically support PAR—i.e., pay equity, advancement opportunities, and resources for work/life integration.

2019 PAR TOP OPERATORS FOR WOMEN TO WORK:

First Place	COMCAST CORPORATION
Second Place	COX COMMUNICATIONS
Third Place	MEDIACOM COMMUNICATIONS
Fourth Place	MIDCO COMMUNICATIONS
Fifth Place	CHARTER COMMUNICATIONS

2019 PAR TOP PROGRAMMERS FOR WOMEN TO WORK:

First Place	NBCUNIVERSAL
Second Place	VIACOMCBS*
Third Place (tie)	DISCOVERY, INC. AND ESPN
Fifth Place	REVOLT

*This designation is based solely on CBS workforce data submitted prior to the merger and subsequent creation of ViacomCBS.





CONCLUSIONS

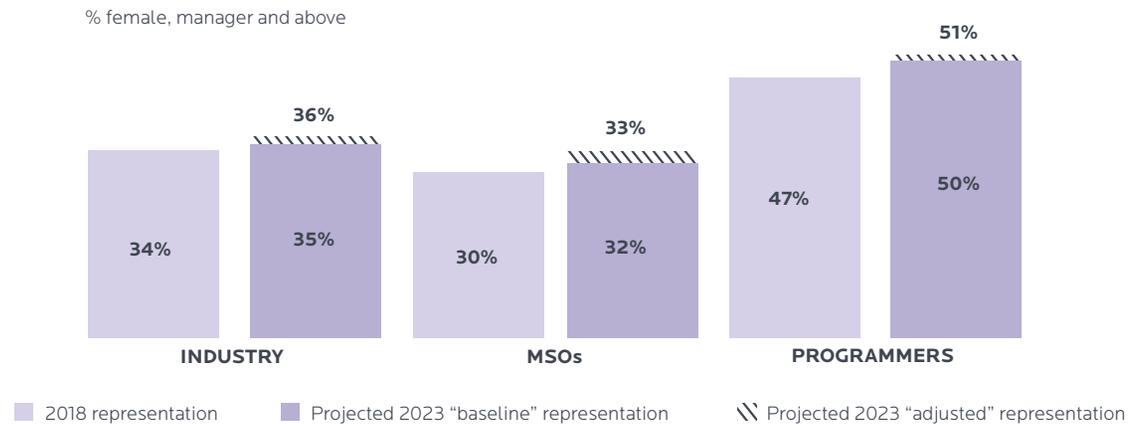
The WICT PAR Initiative survey helps organizations in the cable media industry set gender diversity goals, institutionalize policies that promote gender diversity and inclusion, measure progress against goals, and achieve sustainable results.

The percentage of women at the manager level and above is expected to increase by one percentage point over the next five years if recent workforce dynamics persist, but could increase further to 36% with improvements to hiring, promotion, and turnover rates among women. Figure 28 shows the five-year industry outlook assuming recent workforce dynamics persist (i.e., under the “baseline” scenario), as well as under the assumption that organizations are able to close gaps in hiring, promotion, and, most notably, turnover rates. If organizations are able to close gaps in these key workforce flows, and, in particular, if organizations are able to hire and retain women at the same rates as their male counterparts, we expect to see increases in the representation of women at the manager level and above over the next five years. However, these increases are expected to be relatively modest, suggesting that more aggressive efforts will be needed to see more substantial improvement.

The examination of the young professional workforce has provided insight into the female representation of this cohort of the workforce. Higher female representation at the manager level and above is observed among the young professional workforce when compared to the overall workforce (39% vs. 34%) (see figures 28 and 29). Similar to the overall outlook, the five-year outlook under the “baseline” scenario for the representation of young professional women at the manager level and above is positive (estimated to be 40% in 2023) (see figure 29). The key factor to further improve the representation of women among young professionals at the manager level and above is improvement in hiring. If organizations are able to hire, promote, and retain young professional women at the same rates as their young professional male counterparts, we expect the representation of young professional women at the manager level and above to further increase to 42% over the next five years.

FIGURE 28. INDUSTRY DIVERSITY OUTLOOK

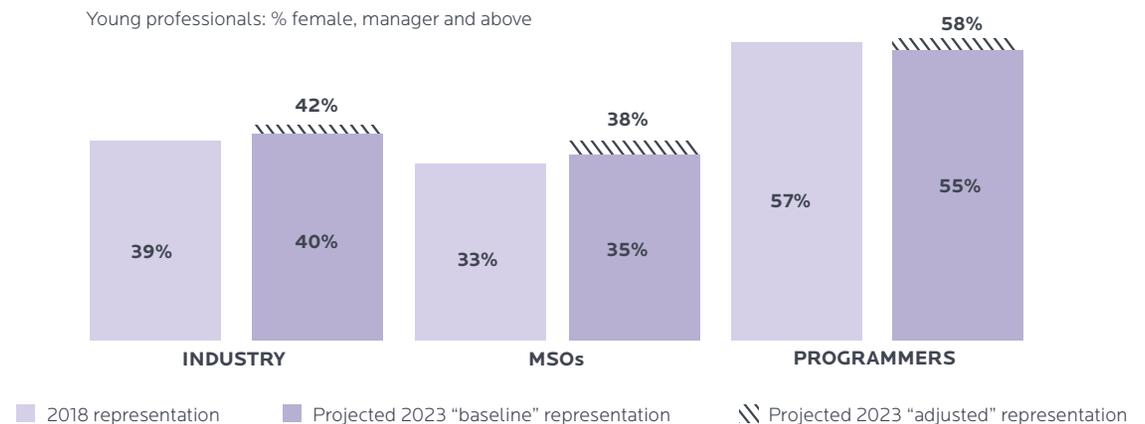
Five-year projections assuming equitable hiring, promotions and exits



Copyright © 2019 Mercer (US) Inc. All rights reserved.

FIGURE 29. YOUNG PROFESSIONAL DIVERSITY OUTLOOK

Five-year projections assuming equitable hiring, promotions and exits



Copyright © 2019 Mercer (US) Inc. All rights reserved.



WHAT YOU CAN DO¹¹

Let's close with a few thoughts on what you can do to advance gender diversity and inclusion in your organization.

First, improve retention of women. Determine the drivers of retention in your company and how they differ for female versus male employees and measure your company's cultural inclusiveness—through interviews, surveys, and focus groups—as workforce diversity can only be sustained if it is supported by an inclusive culture.

Second, close hiring gaps for women at the professional levels and above. Ensure women are well represented in hiring slates; craft job descriptions to encourage women to apply and scrub job descriptions of gendered language that may discourage them from applying; and employ a “blind” résumé review process.

Third, continue to focus on promoting women. Ensure you have diverse slates for filling roles internally; identify key experiences associated with promotion in your organization; and ensure women are getting access to these key experiences.

¹¹ The views and opinions expressed in this section are solely those of Mercer. These views and opinions do not necessarily represent those of WICT or the Walter Kaitz Foundation.

SURVEY METHODOLOGY

The primary research methodology for this study was a survey of cable media companies. The survey consisted of 53 quantitative and qualitative questions. In February 2019, an e-mail invitation that included a hyperlink to the survey was sent to companies in the industry.¹² The survey was open for nine weeks, with periodic reminders sent to non-respondents. These efforts resulted in 21 companies completing the survey. Eleven of these companies were programmers, eight companies were MSOs, and two companies were industry suppliers. Moreover, 16 organizations participated in both the 2017 and 2019 WICT PAR Initiative surveys, and five organizations were new to the survey in 2019.

Cable programmers and operators directly employ about 325,000 people in the United States.¹³ The 21 companies that responded to the survey represent more than 245,000 U.S. employees, or approximately 75.5% of this workforce, suggesting that the survey results are representative of the industry.

Like the 2017 PAR Initiative survey, the 2019 survey captured information on diversity at the highest leadership levels within the industry and also captured information that enabled the creation of industry-wide Internal Labor Market (ILM) maps showing the workforce dynamics—i.e., hires, promotions, and exits—of women in the industry. New this year, the survey captured information on

voluntary exits to enhance our understanding of the nature of turnover in the industry. All of this information was used to generate projections of how representation of women at management levels can be expected to change over the next ten years. Each survey participant received ILM maps and projections reflecting its organization’s workforce dynamics.

Furthermore, publicly available data sources were used to generate four national representation benchmarks: all industries in the U.S., the Information sector, and the Broadcasting and Telecommunications industries, which are both part of the Information sector. The Information sector includes organizations involved in publishing (including software publishing), motion picture and sound recording, broadcasting, telecommunications, data processing and hosting, and other information services such as internet publishing and web search portals. Each survey participant also received custom representation benchmarks reflective of the organization’s largest work locations.

Lastly, the survey captured diversity practices and commitment to diversity and inclusion in the industry, as well as the prevalence of non-traditional employee benefits.

Unless otherwise stated, the figures in this report reflect full-time employees at participating organizations who were active, on disability (STD & LTD), or on leave of absence, excluding temporary/contingent employees

and employees who reside and work outside the United States and its territories. Hire rates, promotion rates, and turnover rates in this document refer to rates at the staff level and above (i.e., staff, professionals, managers, and executives/senior managers) and exclude blue collar workers. Young professionals include employees who were born on or after January 1, 1983. People of color include those classified as Hispanic/Latino, Black or African American, Native Hawaiian or other Pacific Islander, Asian, American Indian or Alaskan Native, or two or more races. Not all survey participants responded to all of the survey questions. Results were calculated based on the number of organizations that responded to a given question.

While the survey was conducted in 2019, survey respondents were asked to report on 2018 workforce demographics, by gender and race/ethnicity, for a variety of job categories. Therefore, much of the data included in this report are labeled as 2019 data. This is consistent with how the surveys have historically been conducted.

¹² Approximately 100 companies were invited to participate.

¹³ The estimate of the total number of people directly employed in the industry was provided by Bortz Media & Sports Group, Inc. and does not include workforce estimates for indirect employees.



ABOUT WICT

WICT is a global organization whose mission is to create women leaders who transform our industry. We do this by providing unparalleled professional development programs, commissioning original gender research, and supporting a B2B network that helps advance women. For more than 40 years, WICT has partnered with cable and technology companies to help build a more robust pipeline of women leaders. Founded in 1979, and now over 10,500 members strong, WICT is the largest and oldest professional association serving women in cable media. Charter Communications and Comcast NBCUniversal are WICT's Strategic Touchstone Partners. Please visit www.wict.org or follow @WICTHQ on Twitter for more information.

2019 WICT BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

Chair

MARVA JOHNSON

VP, State Government Affairs — South Region
Charter Communications

Vice Chair

SANDRA K. HOWE

EVP and President, Americas
Technetix Inc.

Treasurer

JOCELYN COOLEY

SVP, Human Resources and Global Talent Acquisition
Viacom Media Networks

Chapter Development Committee Chair

JEN NEAL

General Manager
E! News, Live Events and Lifestyle Digital
E! Entertainment

Strategic Planning Committee Chair

CATHERINE BOHIGIAN

EVP, Government Affairs
Charter Communications

Development Committee Chair

MICHELLE RICE

General Manager
TV One

Industry Relations Committee Chair

LEIGH WOISARD

SVP, Corporate Public Affairs
Cox Communications

President & CEO

MARIA E. BRENNAN, CAE

WICT

DIRECTORS-AT-LARGE

KAREN BENNETT

EVP and Chief HR Officer
Cox Communications

MORGAN BONDON

Area VP, Sales
Cable & Media, Americas Service Provider
Cisco

KAREN BUCHHOLZ

SVP, Administration
Comcast

JUSTIN CONNOLLY

President, Media Distribution
Disney & ESPN Media Networks

RHONDA CRICLOW

SVP, Chief Diversity Officer
Charter Communications

LAUREN DOLAN

VP, Global Talent & Organization
Liberty Global

JODI FRIEDMAN

Account VP, Business Services
CommScope

CATHERINE FRYMARK

Group SVP, Corporate Communications
Discovery, Inc.

GEORGIA JVELIS

EVP & Co-Head, Corporate Communications
AMC Networks

SLOAN KENNEDY

VP, Domestic Network Distribution
Home Box Office

MARY MCLAUGHLIN

SVP, Beltway Region
Comcast

FERNANDA MERODIO

Chapter Leader Designee
Senior Director, Distribution
Hemisphere Media Group

JUDITH MILLS

Group VP, Human Resources
Mediacom Communications

LISA ROSENBLUM

Vice Chairman
Altice USA

PERI SHAMSAI

Managing Director, Media Practice
Accenture

DEBBIE STANG

Chief Operating Officer
Midco

MICHELLE STRONG

SVP, Content Distribution
A+E Networks

ALAKA WILLIAMS

SVP, Human Resources — U.S. Networks
Discovery, Inc.





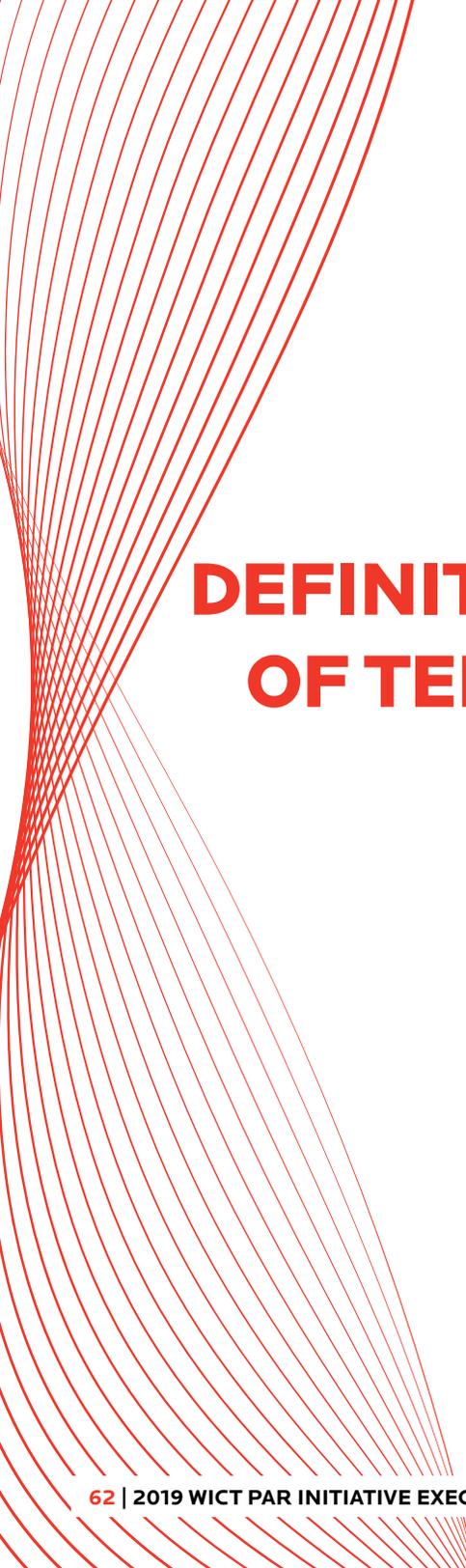
ABOUT THE WALTER KAITZ FOUNDATION

The Walter Kaitz Foundation advances diversity, equity, and inclusion in media and entertainment. The Foundation provides targeted grants to organizations, supports vital industry research that promote diversity and inclusion in the workforce, and collaborates with key stakeholders on the curation and presentation of diverse content. The Foundation also develops unique programs and initiatives designed to educate and facilitate collaboration between partners and benefactors that align with our mission. Over the past 15 years, the Foundation has distributed over \$20 million in grants. Please visit www.walterkaitz.org and subscribe to our newsletter to learn more.



ABOUT MERCER

Mercer delivers advice and technology-driven solutions that help organizations meet the health, wealth, and career needs of a changing workforce. Mercer's more than 23,000 employees are based in 44 countries and the firm operates in over 130 countries. Mercer is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), the leading global professional services firm in the areas of risk, strategy, and people. With 75,000 colleagues and annualized revenue approaching \$17 billion through its market-leading companies including Marsh, Guy Carpenter, and Oliver Wyman, Marsh & McLennan helps clients navigate an increasingly dynamic and complex environment. For more information, visit www.mercer.com. Follow Mercer on Twitter @Mercer.



DEFINITION OF TERMS

Advertising Sales – Includes employees in traditional and digital sales.

Blue Collar – Includes production and/or operations workers.

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

Call Center/Customer Support – Employees provide customer-facing support and manage billing, installation, cross-marketing, and other communications directly with customers via telephone, e-mail, web-based online chat, fax, or other technologies.

Call Center/Customer Support Management – Includes employees who manage call center/customer support employees.

Compressed Workweeks – Allows full-time employees to work longer days for part of the week or pay period in exchange for shorter days or a day off, each week or pay period.

Creative and/or Content Development – Employees develop and oversee the creation of content, including on-air promotion and production.

Digital Media – Employees develop and operate new content delivery platforms and services, including designing customer interface and running technology that supports new business, such as websites and distributed content platforms. There may be overlap between this category and IT project management and project development.

Disability – An individual with a disability is defined by the ADA as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment.

Diversity and Inclusion Training – Training staff on managing multicultural teams and addressing clients' multicultural business needs.

Employee Resource Networks (ERGs) – Groups formed around an aspect of diversity within an organization.

Enterprise/Business-to-Business Sales and Support – Includes traditional and digital.

Executive/Senior-Level Officials and Managers – Individuals who plan, direct, and formulate policies, set strategy, and provide the overall direction of enterprises/organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, these executives plan, direct or coordinate activities with the support of subordinate executives and staff managers. They include, in larger organizations, those individuals within two reporting levels of the CEO, whose responsibilities require frequent interaction with the CEO. Examples of these kinds of managers are: chief executive officers, chief operating officers, chief financial officers, line of business heads, presidents, or executive vice presidents of functional areas or operating groups, chief information officers, chief human resources officers, chief marketing officers, chief legal officers, management directors, and managing partners.

Executive/Senior Managers – Includes employees who determine policy and direction of the organization or a functional area and direct its activities, usually through other managers. They control the selection of senior employees and the allocation of resources.

First/Mid-Level Officials and Managers – Individuals who serve as managers, other than those who serve as executive/senior level officials and managers, including those who oversee and direct the delivery of products, services or functions at group, regional, or divisional levels of organizations. These managers receive directions from the executive/senior level management

and typically lead major business units. They implement policies, programs, and directives of executive/senior management through subordinate managers and within the parameters set by executive/senior level management. Examples of these kinds of managers are: vice presidents and directors, group, regional, or divisional controllers; treasurers; human resources, information systems, marketing, and operations managers. The first/mid-level officials and managers subcategory also includes those who report directly to middle managers. These individuals serve at functional, line of business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of enterprises/organizations, conveying the directions of higher level officials and managers to subordinate personnel and, in some instances, directly supervising the activities of exempt and non-exempt personnel. Examples of these kinds of managers are: first-line managers; team managers; unit managers; operations and production managers; branch managers; administrative services managers; purchasing and transportation managers; storage and distribution managers; call center or customer service managers; technical support managers; and brand or product managers.

Flextime — Allows employees to choose their work hours within limits established by the employer.

Job Sharing — Two or more employees share the responsibilities, accountability, and compensation of one full-time job.

Managers — Includes employees who co-ordinate and organize the activities of a discrete unit or service within the organization, usually reporting to a senior manager. They establish operational and administrative procedures, formulate policy relevant to their areas, and organize, lead, and direct others to achieve their goals.

People of Color — Includes those classified as Hispanic/Latino, Black or African American, Native Hawaiian or other Pacific Islander, Asian, American Indian or Alaskan Native, or two or more races.

Professionals — Most jobs in this category require bachelor and graduate degrees, and/or professional certification. In some instances, comparable experience may establish a person's qualifications. Most occupations in this group are responsible for professional and technical day-to-day activities of the division/company. In some instances, relevant experience is required in addition to the formal qualification. Senior positions may take team leader roles designed around specialist expertise rather than people management. Examples of these kinds of positions include: accountants and auditors; airplane pilots and flight engineers; architects; artists; chemists; computer programmers; designers; dieticians; editors; engineers; lawyers; librarians; mathematical scientists; natural scientists; registered nurses; physical scientists; physicians and surgeons; social scientists; teachers; and surveyors.

Race/Ethnicity — Excludes those classified as Hispanic/Latino from the six race designations. For example, Black or African American should be interpreted as Black or African American (not Hispanic/Latino) and White should be interpreted as White (not Hispanic/Latino).

Shift Flexibility — Allows employees to coordinate with co-workers to adjust their schedules by trading, dropping, or picking up shifts.

Staff — Includes clerical, operational support, and technicians, excluding blue collar employees. Includes employees who perform operational tasks according to specific standards and guidelines. Most occupations in this group require only limited job knowledge or relevant experience.

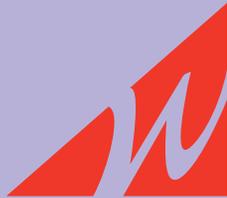
Technology Non-management — Includes non-management employees who are involved in the integrated planning, design, optimization, and operation of technological products, processes, and services.

Technology Management — Includes management employees who are involved in the integrated planning, design, optimization, and operation of technological products, processes, and services.

Terminations — Includes voluntary and involuntary termination and retirement.

Year-End Revenue — Revenue for the latest completed fiscal year, reported in U.S. dollars. Revenue includes total sales, earnings, and all other income (pre-tax), which are found on financial statements. Revenue for U.S. operations only, including its territories, is reported.

Young Professionals — Young professionals include employees who were born on or after January 1, 1983.



**Women in Cable
TelecommunicationsSM**

2000 K Street, NW
Suite 350
Washington, DC 20006
www.wict.org
@wictHQ

Photos by Getty Images, JPG Photography,
and T5 Photography

