



**THE NAMIC AIM**

# 2015 NAMIC and WICT Cable Telecommunications Industry Workforce Diversity Survey

---

in Collaboration with Mercer



## EXECUTIVE SUMMARY



**Underwritten by the Walter Kaitz Foundation**

## About The Survey

The National Association for Multi-Ethnicity in Communications (NAMIC) and Women in Cable Telecommunications (WICT) teamed up to combine their research surveys —NAMIC’s AIM (Advancement Investment Measurement) and WICT’s PAR (Pay Equity, Advancement Opportunities and Resources for Work/Life Integration) Initiative—for the 2015 NAMIC and WICT Cable Telecommunications Industry Diversity Survey. The survey was conducted by Mercer as a third-party expert. The Walter Kaitz Foundation funded this project.

While the survey was conducted in 2015, survey respondents were asked to report on 2014 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 2015 data. This is consistent with how the surveys have historically been conducted. **The results in this executive summary reflect the most current data available.**

## Survey Methodology

The primary research methodology for this study was a survey of cable telecommunications companies. The survey consisted of 56 quantitative and qualitative questions. In January 2015, an e-mail invitation that included a hyperlink to the survey was sent to approximately 80 companies. The survey was open for eight weeks, with periodic reminders sent to nonrespondents. These efforts resulted in twenty-seven companies completing the survey. Thirteen of these companies were programmers, nine companies were multi-system operators, and five companies were either industry suppliers or nonprofits.<sup>1</sup>

According to Mercer estimates, cable programmers, operators, and related businesses directly employ about 400,000 people in the United States.<sup>2</sup> **The twenty-seven companies that responded to the survey represent more than 260,000 U.S. employees, or approximately 65% of this workforce, suggesting that the survey results are representative of the cable telecommunications industry.**

Like the 2013 survey, the 2015 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 and people of color in the industry. Moreover, this information was used to generate projections of how representation of women and people of color at management levels can be expected to change over the next five years. Each survey participant received ILM maps and projections reflecting its organization.

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.

<sup>1</sup> Twenty-two organizations participated in both the 2013 and 2015 NAMIC and WICT diversity surveys, five organizations were new to the survey in 2015, and three organizations that participated in 2013 did not participate in 2015. Thus, changes in survey benchmarks between 2013 and 2015 may be due, in part, to different organizations participating in the two surveys.

<sup>2</sup> Estimated by calculating the growth rate of employment for organizations participating in both the 2013 and 2015 NAMIC and WICT Cable Telecommunications Industry Diversity Surveys and applying this growth rate to the employment estimate in Bortz Media & Sports Group, Inc. *Cable Across America: An Economic Impact Report 2012, 2013* (Retrieved from <http://www.ncta.com>).

Lastly, the survey captured diversity practices and commitment to diversity and inclusion in the cable telecommunications industry, as well as the prevalence of non-traditional employee benefits. New to the survey this year, respondents were asked to provide information on the ways in which they support LGBT employees in the workplace, veterans returning to the civilian workforce, and people with disabilities.

## The Business Case for Diversity

Historically, the rationale for organizational diversity and inclusion efforts focused on the legal and compliance justification coupled with the moral imperative that “it’s the right thing to do.” More recently, however, the focus has shifted to the business case for diversity. The business case for diversity is clear. An extensive body of trusted research has demonstrated the value of a diverse and inclusive workforce. Catalyst recently reviewed the research on the connection between diversity and business outcomes and its review demonstrated that diversity—for example, women in leadership, board positions, or workforces; racial and ethnic diversity; and LGBT inclusion—is positively associated with important business outcomes.<sup>3</sup> The word cloud below summarizes Catalyst’s findings. Specifically, a business outcome appears in the word cloud if a research study shows a relationship between diversity and that outcome. The greater the number of research studies that show a link between diversity and an outcome, the larger the relative size of the outcome in the word cloud. Most notably, numerous research studies show that diversity is positively related to return on equity, financial performance, and employee satisfaction, as well as innovation, creativity, and knowledge formation and patents. Mounting evidence suggests that organizations interested in improving their financial performance, better leveraging their talent, having a workforce that reflects the marketplace, and increasing innovation and group performance need to make diversity and inclusion a priority.



Source: Mercer graphic based on Catalyst’s review of the research.

<sup>3</sup> Catalyst. *Diversity Matters*, 2014, available at <http://www.catalyst.org/knowledge/diversity-matters>.

## Survey Highlights<sup>4</sup>

### People of Color<sup>5</sup>

- **Thirty-nine percent of full-time employees are people of color.** Across organizations responding to the 2015 NAMIC and WICT survey, 39% of employees are people of color. This figure is higher than the four national benchmarks collected, which have representation of people of color ranging from 32% to 36%. For multi-system operators, 40% of full-time employees are people of color, which also exceeds the national benchmarks. For programmers, 32% of full-time employees are people of color, which is at the low end of the national benchmarks.
- **Sixteen percent of executives and senior-level managers are people of color.** Based on the 2015 NAMIC and WICT survey, 16% of executives and senior-level managers in the cable telecommunications industry are people of color. This figure exceeds the national benchmarks, which range from 12% to 13%. The figure is 13% for multi-system operators, comparable to the national benchmarks, and 19% for programmers, which considerably exceeds the national benchmarks.
- **Twenty-seven percent of entry and mid-level managers are people of color.** Currently, 27% of entry and mid-level managers are people of color. This figure is also 27% for multi-system operators and programmers. These figures exceed the national benchmarks, which range from 22% to 26%.
- **Thirty-two percent of professionals are people of color.** For participating organizations, 32% of professionals are people of color. This figure is towards the high end of the national benchmarks, which range from 26% to 33%. For multi-system operators, 31% of professionals are people of color, which is also towards the high end of the national benchmarks. For programmers, 34% of professionals are people of color, which exceeds the national benchmarks.
- **Twelve percent of board members are people of color.** For responding organizations, the percentage of board members who are people of color is 12%. This figure is the same for multi-system operators; for programmers, the percentage of board members who are people of color is 8%. In comparison, people of color constitute 15% of board directors among the largest 200 S&P 500 companies.<sup>6</sup>
- **Representation of people of color in the cable telecommunications industry generally increased over the past two years.** Looking at the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys (i.e., “survey-over-survey” participants) shows that the representation of people of color in the cable telecommunications industry increased by one percentage point for board directors, executives and senior-level managers, entry and mid-level managers, and full-time employees. On the other hand, the percentage of professionals who are people of color was unchanged for the survey-over-survey participants. The trends are similar

<sup>4</sup> Unless otherwise stated, key highlights for people of color and for women reflect full-time employees at participating organizations who are 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.

<sup>5</sup> 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.

<sup>6</sup> Spencer Stuart. *Spencer Stuart U.S. Board Index 2014, 2014*, available at <https://www.spencerstuart.com/research-and-insight/spencer-stuart-us-board-index-2014>.

for multi-system operators and programmers, with one notable exception. Specifically, the representation of people of color on boards of directors declined by two percentage points for multi-system operators and increased by six percentage points for programmers.

- **Hire rates favor people of color<sup>7</sup>.** Hire rates for employees of color exceed those of white employees, indicating industry efforts to improve the representation of people of color via sourcing efforts. These efforts are most visible at the executive and senior manager level where the hire rate for people of color is more than double the rate for whites. The findings are similar for both multi-system operators and programmers.
- **Promotion rates are lower for people of color.** Across the responding organizations, promotion rates are lower for people of color as compared to whites. The difference is most notable for promotions into the executive and senior manager level, where the promotion rate for white employees is twice the rate for people of color. Moreover, for multi-system operators and programmers, the promotion rate of white employees into the executive and senior manager level is 2.5 times and 1.5 times the rate for people of color, respectively.
- **Turnover rates are higher for people of color.** Turnover rates are higher for people of color as compared to white employees. These differences are visible at all levels, but are most notable at the executive and senior manager level where the turnover rate for employees of color is more than fifty percent higher than the rate for white employees at this level. Turnover rates are also higher for people of color as compared to white employees at multi-system operators and programmers.
- **The industry outlook is for an increase in the representation of people of color at management levels.** If recent workforce dynamics persist, the proportion of the managerial workforce who are people of color is expected to increase by more than two percentage points over the next five years. Specifically, despite lower promotion rates and higher exit rates for people of color, robust hire rates suggest that the percentage of the managerial workforce who are people of color will increase from its current level of 26% to just shy of 29% in five years. Moreover, the representation of people of color at management levels is expected to increase by two percentage points over the next five years for both multi-system operators and programmers, to 29% and 27%, respectively. These outcomes can be further improved if organizations are able to promote and retain people of color at the same rates as their white counterparts.

## Women

- **Thirty-four percent of full-time employees are women.** Across organizations responding to the 2015 NAMIC and WICT survey, 34% of employees are women. This figure is lower than the four national benchmarks collected, which have representation of women ranging from 38% to 48%. Representation of women among multi-system operators is 32%, which also falls below the national benchmarks. On the other hand, representation of women among programmers is 47%, which is towards the high end of the national benchmarks.
- **Thirty-two percent of executives and senior-level managers are women.** Currently, 32% of executives and senior-level managers in the cable telecommunications industry are women. This figure is higher than the national benchmarks, which range from 20% to 29%. Female

<sup>7</sup> 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.

representation among executives and senior-level managers at multi-system operators is 27%, which is comparable to the national benchmarks. On the other hand, female representation among executives and senior-level managers at programmers is 40%, which far exceeds the national benchmarks.

- **Six percent of executives and senior-level managers are women of color.** According to the 2015 NAMIC and WICT diversity survey, 6% of executives and senior-level managers are women of color. This figure exceeds the national benchmarks, which range from 3% to 5%. The representation of women of color at multi-system operators is 4%, which is comparable to the national benchmarks. The representation of women of color at programmers is 10%, which considerably exceeds the national benchmarks.
- **Thirty-six percent of entry and mid-level managers are women.** For responding organizations, 36% of entry and mid-level managers are women. This figure is below the national benchmarks, which range from 37% to 39%. Representation of women among entry and mid-level managers at multi-system operators is 32%, while the representation at programmers is 48%. The former figure is below the national benchmarks, while the latter figure is substantially above the national benchmarks.
- **Eleven percent of entry and mid-level managers are women of color.** Presently, 11% of entry and mid-level managers are women of color, which is comparable to the national benchmarks, which range from 9% to 12%. Representation of women of color for multi-system operators stands at 10%, which is comparable to the national benchmarks. Representation of women of color for programmers stands at 15%, which exceeds the national benchmarks.
- **Thirty-five percent of professionals are women.** For participating organizations, 35% of professionals are women. This figure is below the national benchmarks, which range from 37% to 53%. For multi-system operators, 32% of professionals are women, which is also below the national benchmarks. For programmers, 42% of professionals are women, which is comparable to the national benchmarks.
- **Twenty-four percent of board members are women.** Across organizations responding to the 2015 NAMIC and WICT survey, 24% of board members are women.<sup>8</sup> For multi-system operators and programmers, the percentage of board members who are women is 15% and 14%, respectively. In comparison, women constitute 19% of board directors among S&P 500 companies.<sup>9</sup>
- **Representation of women in the cable telecommunications industry generally decreased over the past two years.** Looking at the 22 organizations that participated in both the 2013 and 2015 NAMIC and WICT surveys (i.e., “survey-over-survey” participants) shows that the representation of women in the cable telecommunications industry decreased for entry and mid-level managers (–1 percentage point), professionals (–2 percentage points), full-time employees (–1 percentage point), and board directors (–1 percentage point). On the other hand, the representation of women increased considerably for executives and senior-level managers (+4 percentage point). The trends are similar for multi-system operators and programmers.

<sup>8</sup> This figure is skewed upwards by the relatively high representation of women on the boards of non-profit organizations that participated in the survey.

<sup>9</sup> Spencer Stuart. *Spencer Stuart U.S. Board Index 2014*, 2014, available at <https://www.spencerstuart.com/research-and-insight/spencer-stuart-us-board-index-2014>.

- **Hire rates are higher for women.** Hire rates for women are generally higher than those of males, indicating industry efforts to improve the representation of women through recruiting efforts. Hire rates favor women over males for both multi-system operators and for programmers. One exception is the hire rate for women at the executive and senior manager level among multi-system operators, where the hire rate for women is less than that of men.
- **Promotion rates into management levels favor women.** Across the responding organizations, promotion rates into the manager and executive and senior manager levels are higher for women than for men. Similarly, for programmers, promotion rates into the manager levels are higher for women than for men. Looking at multi-system operators shows that promotion rates for women into management levels are comparable to those of men. However, promotions into the professional level (a feeder to the manager level) favor males for responding organizations overall and also for multi-system operators and programmers.
- **Turnover rates for women exceed those of men.** For responding organizations, turnover rates are higher for women as compared to men and these differences are visible at all levels. This is the case for multi-system operators and programmers as well. The only exception is the turnover rate at the executive and senior manager level for both multi-system operators and programmers, where the rates for men and women are comparable. Given this parity, the relatively high overall turnover rate for women at the executive and senior manager level for the responding organizations is presumably due to a relatively high turnover rate for women at this level among industry suppliers and nonprofits.
- **The projected industry outlook is a decline in the representation of women at management levels.** If recent workforce dynamics continue, the proportion of the managerial workforce who are women is expected to decline by two percentage points over the next five years (to 34%). Declines are also expected for multi-system operators and programmers. Specifically, the representation of women at management levels is expected to decline over the next five years by one percentage point for multi-system operators (to 31%) and by three percentage points for programmers (to 43%). However, organizations can mitigate declines if they are able to retain women at the same rates as their male counterparts.

### ***Policies and Practices***

- **Ways in which CEOs demonstrate support for diversity initiatives.** For organizations participating in the 2015 NAMIC and WICT diversity survey, the four most common ways in which CEOs demonstrate support for diversity initiatives are (1) taking responsibility for signing off on diversity metrics and programs (50%); (2) ensuring that the corporate vision statement incorporates diversity (46%); (3) having a diversity- and inclusion-related personal quote on the corporate website (46%); and (4) regularly meeting with employee resource groups/affinity groups (38%). Across all of these, the CEOs of multi-system operators are more likely to engage in these activities than the CEOs of programmers.
- **The head of HR is most commonly identified as the person responsible for spearheading diversity and inclusion initiatives.** For a majority of both multi-system operators (50%) and programmers (54%), the head of HR spearheads diversity and inclusion initiatives. The second most common person responsible for spearheading diversity and inclusion initiatives is the head of diversity & inclusion (38% for both multi-system operators and programmers). Less frequently the CEO/President is responsible for spearheading diversity and inclusion initiatives (25% for multi-system operators and 23% for programmers). Note that participants were allowed to

provide multiple responses (i.e., identify more than one person who is responsible for spearheading diversity and inclusion initiatives).

- **More than 40% of the responding organizations have staff members dedicated exclusively to diversity and inclusion, and more than 60% have an internal group that focuses on diversity and inclusion.** Fifty-six percent of multi-system operators and 54% of programmers have staff dedicated exclusively to diversity and inclusion. Furthermore, 67% of multi-system operators and 62% of programmers have an internal group that focuses on diversity and inclusion. For organizations with an internal group, all report that the group contains a senior executive, the CEO, and/or a direct report.
- **The most common and least common diversity and inclusion practices.** The five most common diversity and inclusion practices employed by responding organizations:
  - ❖ Community outreach related to diversity (81%)
  - ❖ Routinely check for and act to close gender and race/ethnicity gaps in hiring rates (81%)
  - ❖ Leadership development opportunities specifically tailored for women and people of color (73%)
  - ❖ Routinely check for and act to close gender and race/ethnicity gaps in turnover rates (70%)
  - ❖ Routinely check for and act to close gender and race/ethnicity gaps in promotion rates (67%)

The five least common diversity and inclusion practices employed by responding organizations:

  - ❖ Bonus/incentive pay for management is linked to the achievement of organizational diversity goals (19%)
  - ❖ Programs with a focus on global/international diversity exist in the organization (31%)
  - ❖ People managers are held accountable for diversity-related tasks or outcomes in the performance management process (33%)
  - ❖ Employee affinity groups/ERGs exist in the organization (35%)
  - ❖ Sponsorship programs for women and people of color (42%)
- **About half of the responding organizations conduct pay equity analyses by gender and race/ethnicity at least annually.** Fifty percent of responding organizations conduct pay equity analyses by gender at least annually and 48% conduct pay equity analyses by race/ethnicity at least annually. Multi-system operators are more likely to conduct pay equity analyses at least annually. Specifically, 44% of multi-system operators conduct pay equity analyses by gender and race/ethnicity at least annually, while 42% of programmers conduct pay equity analyses by gender at least annually and 36% of programmers conduct pay equity analyses by race/ethnicity at least annually. For organizations that conduct pay equity analyses, a majority (58%) rely on a robust statistical approach (e.g., multiple regression), although less than half (36%) have a formal remediation process to address identified pay equity risks.
- **A majority of organizations provided diversity and inclusion training in 2014.** Fifty-two percent of responding organizations provided diversity and inclusion training in 2014. Multi-system operators were more likely (78%) than programmers (38%) to offer diversity and inclusion training in 2014.
- **The most and least common ways in which organizations support LGBT employees in the workplace.** The three *most* common ways:
  - ❖ Publicized commitment to LGBT employees (56%)
  - ❖ Supervisory training includes sexual orientation and gender identity as topics (56%)



- ❖ Employee affinity groups/ERGs (44%)

The three **least** common ways:

- ❖ Targeted leadership development programs (11%)
- ❖ Sponsorship programs (11%)
- ❖ Mentoring programs (28%)

- **The most and least common ways in which organizations support the return of veterans to the civilian workforce.** The three **most** common ways:

- ❖ Public commitment to hire, train, and support veterans (76%)
- ❖ Careers web site includes section on veteran recruitment (71%)
- ❖ Senior-level champion for veteran hiring, development, and retention efforts (57%)

The three **least** common ways:

- ❖ Targeted leadership development programs (5%)
- ❖ Internal training program designed specifically for veterans (14%)
- ❖ Sponsorship programs (14%)

- **The most and least common ways in which organizations support people with disabilities.** The three **most** common ways:

- ❖ Public commitment to hire, train, and support people with disabilities (62%)
- ❖ Careers web site includes section on recruitment for people with disabilities (48%)
- ❖ Dedicated recruiting team (43%)

The three **least** common ways:

- ❖ Targeted leadership development programs (0%)
- ❖ Sponsorship programs (5%)
- ❖ Internal training program designed specifically for people with disabilities (10%)

## **Mercer's Point of View on Achieving Sustainable Workforce Diversity and Inclusion**

Your company's diversity is an outcome to be managed, and reflects the organization's internal labor market dynamics. The key to effective diversity management is understanding what workforce you've created, where it's headed, and where it needs to go, and then focus on those interventions that are most effective for your organization. Moreover, workforce diversity can only be sustained if it is supported by an inclusive culture (as indicated by values, norms, behaviors, leadership, and organizational practices). Managing both the internal labor market and cultural dynamics are fundamental to achieving sustainable workforce diversity and inclusion. Unfortunately, many organizations struggle with building a truly inclusive environment. From Mercer's experience, this happens for three key reasons: (1) The "Data" challenge; (2) the "Culture" challenge; and (3) the "Implementation" challenge.

### ***The “Data” Challenge***

Many organizations lack the evidence that reflects the reality of their organization’s internal labor market. Without such evidence they struggle to measure their progress, tackle the right issues, lobby for action, and galvanize business leaders to support the cause. Mercer strongly believes that to address their diversity and inclusion challenges, organizations need to look closely at their own data, understand the story their data is telling them, identify root-cause drivers of success, and focus their leaders and their strategies on those drivers. “Cutting and pasting” does not work; what works for one organization will not generally work for others, even those within the same industry.

### ***The “Culture” Challenge***

Inclusiveness is not a “natural” outcome of greater diversity. Many organizations struggle to counteract the natural tendencies of their cultures towards assimilation, fragmentation, and/or divisiveness. Inclusiveness is often created as the result of a new breed of inclusive leaders, who clearly comprehend and use their culture-shaping power. The challenge here is two-fold: developing such leaders takes time; and confronting and addressing non-inclusive behaviors takes courage.

### ***The “Implementation” Challenge***

Diversity and inclusion initiatives are implemented successfully when the following key conditions are in place: (1) company-specific business case; (2) strong commitment from the top combined with clear accountability; (3) well-defined and measurable goals and outcomes; (4) key stakeholder alignment and support; and (5) integration with HR and business processes and practices (including performance management, workforce planning, talent development, succession planning, etc.). When these conditions are not sufficiently met, implementation of diversity and inclusion initiatives often stagnates.

### ***Keys to Building a Successful Diversity and Inclusion Strategy***

An effective diversity and inclusion strategy must be leader-directed. Engage senior leaders in the development of data-driven diversity and inclusion strategies that are measurably aligned with business goals and act as the basis for talent program design. The right diversity and inclusion strategy depends on an organization’s unique culture, workforce makeup, and business challenges. The process should begin with an assessment that draws on qualitative and quantitative data to clarify current-state issues and identify opportunities for improvement. Bring leaders together to participate in developing a business-driven diversity and inclusion strategy with specific actions to integrate into the organization’s overall talent plan. A key first step in implementation is engaging leaders in a development experience that allows them to enhance diversity leadership, since visible leadership is vital to successful execution.

### ***A Case Study: Kimberly-Clark<sup>10</sup>***

According to Kimberly-Clark’s own research, more than 85% of its customers are women. In 2009, the company decided that it needed to think and behave like the people who use its products. At the time, fewer than 20% of those in director roles or higher were women. The organization saw the lack of women as a strategic problem, not simply a moral issue or an HR issue. The company “needed women to help make decisions, prioritize plans and understand the way people use their products in order to be strategically competitive.”

---

<sup>10</sup> Case study is based on the following: Genut A. “Choke Points’ Keep Women From Advancing,” *Agenda*, April 21, 2014.

To tackle this critical issue, Kimberly-Clark undertook a quantitative analysis of its HR data to understand who was being promoted and why. The assessment showed that women faced two choke points.<sup>11</sup> The first choke point was just below mid-level, the first level at which employees take on leadership responsibilities; the second choke point was just below the director level. Kimberly-Clark did some further investigation and identified two key reasons for these choke points: (1) women were not applying for more senior positions (they mistakenly believed they were not qualified) and (2) women were not being sponsored by men.

In response to the research findings, Kimberly-Clark instituted a variety of initiatives. For example, the CEO used an exercise to encourage his senior executive team to be more inclusive and sponsor people who did not necessarily look like them. The organization also worked to develop a “culture of accountability” in which the use of “compressed workweeks, telecommuting and flexible work times lost some of the stigma.” The company notes that there are now as many men utilizing these flexible work programs as women. Importantly, in addition to various initiatives, the CEO and his direct reports “talked about increasing the representation of women ‘all the time’” and became champions of diversity.

Over the subsequent four years, Kimberly-Clark was able to increase the percentage of women at the director level or above by seven percentage points—from 19% in 2009 to 26% in 2013. Moreover, in 2013, 44% of promotions to the director level or above went to women, compared to 19% in 2009. The company won the Catalyst award in 2014 in recognition of its achievements.

### ***Final Thoughts***

Ultimately, diversity and inclusion is a culture change initiative. To make a lasting difference that can withstand leadership changes and business cycles, diversity and inclusion must be part of how the organization goes about its daily business. Making deep, cultural changes requires: support from internal partners across multiple functions and levels; a strategy that draws goals directly from the business plan; integration with the complete suite of people management systems and processes; and diversity “champions” equipped with the skills to bring these first three elements together.

---

<sup>11</sup> A choke point is a point on the career hierarchy where the probability of advancement falls to a relatively low level (e.g., less than 5% per year) and is at a relatively low point in the company’s hierarchy.

## National Benchmark Data

The National benchmarks are based on the Equal Employment Opportunity Commission's Jobs Patterns for Minorities and Women in Private Industry database. The database provides aggregated information on the distribution of women and minorities by EEO-1 job classification for private employers with more than 100 employees. Data are available by geographic area and industry. For this study, 2013 information was captured for all industries, for the Information sector (NAICS 51), and for the Broadcasting (NAICS 515) and Telecommunications (NAICS 517) industries.<sup>12</sup>

## About NAMIC

NAMIC (National Association for Multi-ethnicity in Communications) is the premier organization focusing on multi-ethnic diversity in the communications industry. Founded in 1980 as a non-profit trade association, today NAMIC comprises over 2,500 professionals belonging to a network of 16 chapters nationwide. Through initiatives that focus on education, advocacy and empowerment, NAMIC champions equity and inclusion in the workforce, with special attention given to supporting industry giants as they drive towards the goal of a workforce that reflects the multi-ethnic richness of the populations they serve. Please visit [www.namic.com](http://www.namic.com) for more information about NAMIC and its many opportunities.

## About WICT

For over thirty-five years, Women in Cable Telecommunications (WICT) has partnered with cable and telecommunications leaders to provide professional development programs, research and services that help advance women in cable media. With nearly 10,000 members, WICT is the oldest and largest professional association serving women in the cable and telecommunications industry. Comcast NBCUniversal, Time Warner Cable, Turner Broadcasting System, Inc. and Suddenlink Communications are WICT's Strategic Touchstone Partners. Please visit [www.wict.org](http://www.wict.org) or follow @WICT on Twitter for more information.

## About Mercer

Mercer is a global consulting leader in talent, health, retirement, and investments. Mercer helps clients around the world advance the health, wealth, and performance of their most vital asset — their people. Mercer's more than 20,000 employees are based in more than 40 countries and the firm operates in over 130 countries. Mercer is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), a global professional services firm offering clients advice and solutions in the areas of risk, strategy and people. For more information, visit [www.mercer.com](http://www.mercer.com). Follow Mercer on Twitter @Mercer.

## About the Walter Kaitz Foundation

The Walter Kaitz Foundation stands at the center of the cable industry's long-standing commitment to diversity as it seeks to advance the contributions of women and multi-ethnic professionals in cable. Through the funds we raise, the organizations we support, and the programs we produce, the Walter Kaitz Foundation serves as a catalyst for increasing diversity in cable in three areas — its workforce, its supplier base and its programming.

---

<sup>12</sup> More detail on the NAICS industry classification can be found at <http://www.census.gov/eos/www/naics/>.