2017 NAMIC AND WICT AIM-PAR INDUSTRY DIVERSITY SURVEY

INFORMATIONAL WEBINAR

February 14, 2017
TODAY’S SPEAKERS

James Jones
Senior VP, NAMIC

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Senior Associate, Mercer

Gail Greenfield
Principal, Mercer

Talton Gibson
Senior Advisor, WICT
AGENDA

• Webinar objectives
• What information the survey will capture
• What participants will receive
• Overview of the survey process
• Q&A
WEBINAR OBJECTIVES

• Provide an overview of what to expect from the data submission process
• Discuss what your organization will receive for participating in the survey
• Give you a chance to get your questions answered
INFORMATION THE SURVEY WILL CAPTURE
WHAT INFORMATION THE SURVEY WILL CAPTURE

THE SURVEY HAS FOUR SECTIONS

• Section 1: Organizational demographics (very similar to 2015)
• Section 2: Workforce demographics
• Section 3: Diversity & inclusion practices and commitment to diversity & inclusion
• Section 4: Selected employee benefits
WHAT INFORMATION THE SURVEY WILL CAPTURE

SECTION 2: WORKFORCE DEMOGRAPHICS

• Q1. Number of US domestic full-time employees

• Q2. Number of US domestic part-time employees

• Q3-Q4. Full-time headcount by gender and race/ethnicity overall and for top three EEO-1 job categories

• Q5. Full-time headcount by gender and race/ethnicity for employees in key cable and communications jobs (e.g. advertising sales, digital media)

• Q6. Talent flows (e.g., hires, promotions, exits) by gender, race/ethnicity, and for young professionals (new in 2017) for five pre-defined career levels

• Q7. Addresses of your organization’s five largest U.S. locations and the number of full-time employees in each
### Q3-Q4.

#### Gender

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<thead>
<tr>
<th>Race/Ethnicity</th>
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**WHAT INFORMATION THE SURVEY WILL CAPTURE**

**SECTION 2: WORKFORCE DEMOGRAPHICS (CONTINUED)**

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## WHAT INFORMATION THE SURVEY WILL CAPTURE

**SECTION 2: WORKFORCE DEMOGRAPHICS (CONTINUED)**

Q6. Overall and for Young Professionals (**new in 2017**)

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<th>Career level</th>
<th># EEs as of 12/31/2015</th>
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WHAT INFORMATION THE SURVEY WILL CAPTURE

SECTION 3: D&I PRACTICES AND COMMITMENT TO D&I

• Q1–Q7. D&I leaders and internal groups
  – NEW: Please indicate the extent to which senior executives (i.e. CEO plus direct reports) are actively involved/engaged in diversity and inclusion programs/initiatives

• Q8. D&I policies and practices

• Q9. External resources to develop women and people of color

• Q10-Q14. Pay equity

• Q15. D&I training
  – NEW: If you offer diversity and inclusion training, please indicate whether the training is in-person, web-based, or both

• Q16-Q19. Measuring effectiveness of D&I practices

• Q20-Q25. Dimensions of diversity
WHAT INFORMATION THE SURVEY WILL CAPTURE

SECTION 4: SELECTED EMPLOYEE BENEFITS

• Q1-2. What benefits are currently offered or are planned to be offered; top 3 areas of priority
• Q3-Q4. What flexible work arrangements are offered; top 3 areas of priority
• Q5. How does company leverage employee benefits to support diversity
• Q6. Additional information about your best practices
• Q7. What information from the survey is of greatest interest to your organization
WHAT PARTICIPANTS WILL RECEIVE
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• Survey benchmarks
• National and location-adjusted representation benchmarks
• Internal Labor Market (ILM) maps
  – NEW IN 2017: ILM maps showing young professionals
• Diversity projections
WHAT PARTICIPANTS WILL RECEIVE

Survey Benchmarks

• Comparison of a participant’s responses to:
  – Aggregate responses of all companies that participate in survey
  – Operators only
  – Programmers only
  – Vendors/others only

• Scorecard will include survey benchmarks for each of the survey’s topic areas:
  – Organizational demographics
  – Workforce demographics
  – D&I policies and practices and commitment to D&I
  – Selected employee benefits
WHAT PARTICIPANTS WILL RECEIVE
NATIONAL AND LOCATION-ADJUSTED REPRESENTATION BENCHMARKS

• National representation benchmarks for key occupational groups will be provided for related industries

• Using the work location information you provide in the survey, you will also receive location-adjusted representation benchmarks
  – The location-adjusted benchmarks will be based on a weighted average of your organization’s five largest locations and are designed to better reflect the demographics of the key labor markets in which your organization operates
Every company has an internal labor market—either by design or default

- People are selected in, 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

An Internal Labor Market (ILM) map is a simple, yet powerful, analytic device an organization can use to visualize its internal labor market. A typical map depicts:

- Headcount at each career level
- Entries into career levels from the outside (via hiring) versus from below (via promotion) as well as exits from the organization at each career level
Your organization will receive six ILM maps

- an overall map
- a map showing the flow of women/men throughout your organization
- a map showing the flow of people of color/whites throughout your organization
- a map showing the flow of young professionals throughout your organization
- a map showing the flow of young professionals throughout your organization by gender (women/men)
- a map showing the flow of young professionals throughout your organization by race/ethnicity (people of color/whites)
WHAT PARTICIPANTS WILL RECEIVE

INDUSTRY ILM MAP (2015 AIM/PAR SURVEY)

Exec/Sr. Mgrs
- 6.2%
- 3,832 employees
- Promotion rate: 1.0%
- # Employees: 9.2%

Managers
- 7.0%
- 38,910 employees
- Promotion rate: 9.7%
- # Employees: 11.4%

Professionals
- 16.8%
- 42,596 employees
- Promotion rate: 3.3%
- # Employees: 16.7%

Staff
- 31.6%
- 102,177 employees
- Promotion rate: 
- # Employees: 31.7%

Excludes blue collar workers.

Hire rate
Exit rate
WHAT PARTICIPANTS WILL RECEIVE

INDUSTRY ILM MAP BY GENDER (2015 AIM/PAR SURVEY)

Exec/Sr. Mgrs

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<thead>
<tr>
<th>Gender</th>
<th>Promotion rate</th>
<th>% of Employees</th>
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<tbody>
<tr>
<td>Female</td>
<td>32%</td>
<td>10.2%</td>
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<tr>
<td>Male</td>
<td>1.2%</td>
<td>8.7%</td>
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Managers

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<tr>
<th>Gender</th>
<th>Promotion rate</th>
<th>% of Employees</th>
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<tr>
<td>Female</td>
<td>36%</td>
<td>13.5%</td>
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<tr>
<td>Male</td>
<td>9.9%</td>
<td>10.2%</td>
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Professionals

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<tr>
<th>Gender</th>
<th>Promotion rate</th>
<th>% of Employees</th>
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<tr>
<td>Female</td>
<td>36%</td>
<td>18.9%</td>
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<tr>
<td>Male</td>
<td>9.6%</td>
<td>15.4%</td>
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Staff

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<tr>
<th>Gender</th>
<th>Promotion rate</th>
<th>% of Employees</th>
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<tr>
<td>Female</td>
<td>46%</td>
<td>36.1%</td>
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<tr>
<td>Male</td>
<td>54%</td>
<td>28.1%</td>
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Excludes blue collar workers.

Hire rate

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<th>Hire rate</th>
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<td>Female</td>
<td>6.7%</td>
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<td>Male</td>
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Exit rate

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<td>Female</td>
<td>7.6%</td>
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<tr>
<td>Male</td>
<td>6.6%</td>
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WHAT PARTICIPANTS WILL RECEIVE
INDUSTRY ILM MAP BY RACE/ETHNICITY (2015 AIM/PAR SURVEY)

Exec/Sr. Mgrs
- People of Color: 11.5%
- White: 4.7%

Managers
- People of Color: 8.0%
- White: 6.5%

Professionals
- People of Color: 19.7%
- White: 15.4%

Staff
- People of Color: 36.7%
- White: 27.0%

Promotion rate:
- People of Color: 16%
- White: 84%

Hire rate:
- People of Color: 0.6%
- White: 1.2%

Exit rate:
- People of Color: 27%
- White: 73%

Promotion rate:
- People of Color: 8.6%
- White: 10.4%

Hire rate:
- People of Color: 33%
- White: 67%

Exit rate:
- People of Color: 2.4%
- White: 4.0%

Excludes blue collar workers.
WHAT PARTICIPANTS WILL RECEIVE

DIVERSITY PROJECTIONS

• Your internal labor market dynamics will be used to prepare 5-year projections of the representation of women and people of color at senior levels in your organization under the following five scenarios:
  
  – **Baseline**: Assumes recent workforce dynamics—i.e., hire rates, promotion rates, and exit rates by career level—continue over the next five years
  
  – **Adjusted hiring**: Close gaps in hiring rates for females and people of color if rates are below that of their statistical counterpart (i.e., males, whites)
  
  – **Adjusted promotion**: Close gaps in promotion rates for females and people of color if rates are below that of their statistical counterpart
  
  – **Adjusted turnover**: Close gaps in turnover rates for females and people of color if rates are above that of their statistical counterpart
  
  – **All adjustments**: All of the adjustments above
WHAT PARTICIPANTS WILL RECEIVE

PROJECTED INDUSTRY REPRESENTATION OF WOMEN AT SENIOR LEVELS (2015 AIM/PAR SURVEY)

The green line is not visible because hiring rates already favor women (i.e., the green line is underneath the grey baseline).

Key lever to increase representation of women: Retention
WHAT PARTICIPANTS WILL RECEIVE

PROJECTED INDUSTRY REPRESENTATION OF PEOPLE OF COLOR AT SENIOR LEVELS (2015 AIM/PAR SURVEY)

The green line is not visible because hiring rates already favor people of color (i.e., the green line is underneath the grey baseline).

Key levers to increase representation of people of color: Promotion & Retention
OVERVIEW OF THE SURVEY PROCESS
OVERVIEW OF THE SURVEY PROCESS

• Survey launch: Tuesday, February 7\textsuperscript{th} (emails with survey information were sent out on February 7)

• Survey due date: Friday, March 24\textsuperscript{th}

• Scorecard distribution: Shortly before Diversity Week

• Survey findings: Town Hall Meeting scheduled for September 26\textsuperscript{th}, 2017 in New York City as part of Diversity Week
QUESTIONS

James Jones
Senior VP, NAMIC

Nicole Brassell
Senior Associate, Mercer

Gail Greenfield
Principal, Mercer

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Senior Advisor, WICT