2017 NAMIC AND WICT AIM-PAR INDUSTRY DIVERSITY SURVEY

INFORMATIONAL WEBINAR

February 14, 2017

TODAY'S SPEAKERS

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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
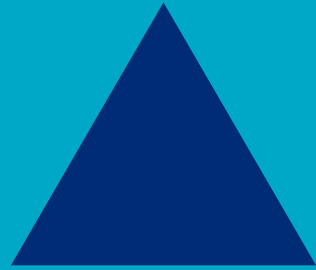
WHAT INFORMATION THE SURVEY WILL CAPTURE

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

- 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	Race/Ethnicity	Overall	EEO-1 Job Classification		
			Executive/ Senior Level Officials and Managers	First/Mid-Level Officials and Managers	Professionals
Female	American Indian or Alaska Native				
	Asian				
	Black or African American				
	Hispanic/Latino				
	Native Hawaiian or Other Pacific Islander				
	Two or more races				
	White				
Male	American Indian or Alaska Native				
	Asian				
	Black or African American				
	Hispanic/Latino				
	Native Hawaiian or Other Pacific Islander				
	Two or more races				
	White				

WHAT INFORMATION THE SURVEY WILL CAPTURE

SECTION 2: WORKFORCE DEMOGRAPHICS (CONTINUED)

Q5.

Gender	Race/Ethnicity	Job Type							
		Adv sales	B2B Sales Spprt	Tech Non-Mgmt	Tech Mgmt	Digital media	Contnt Dev	CC/Cus Spprt	CC/Cus Spprt Mgmt
Female	American Indian or Alaska Native								
	Asian								
	Black or African American								
	Hispanic/Latino								
	Native Hawaiian or Other Pacific Islander								
	Two or more races								
	White								
Male	American Indian or Alaska Native								
	Asian								
	Black or African American								
	Hispanic/Latino								
	Native Hawaiian or Other Pacific Islander								
	Two or more races								
	White								

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

Demographic group	Career level	# EEs as of 12/31/2015	# EEs as of 12/31/2016	# HIRES during 2016	# PROMOS during 2016	# TERMS during 2016
Female	Exec/Sr. managers					
	Managers					
	Professionals					
	Staff					
	Blue collar					
Male	Exec/Sr. managers					
	Managers					
	Professionals					
	Staff					
	Blue collar					
People of color	Exec/Sr. managers					
	Managers					
	Professionals					
	Staff					
	Blue collar					
White	Exec/Sr. managers					
	Managers					
	Professionals					
	Staff					
	Blue collar					

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
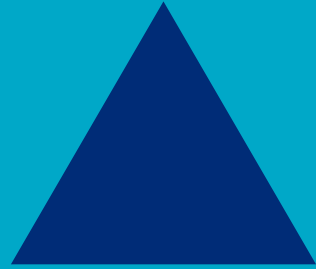
WHAT PARTICIPANTS WILL RECEIVE

- 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

WHAT PARTICIPANTS WILL RECEIVE

INTERNAL LABOR MARKET (ILM) MAPS

- 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
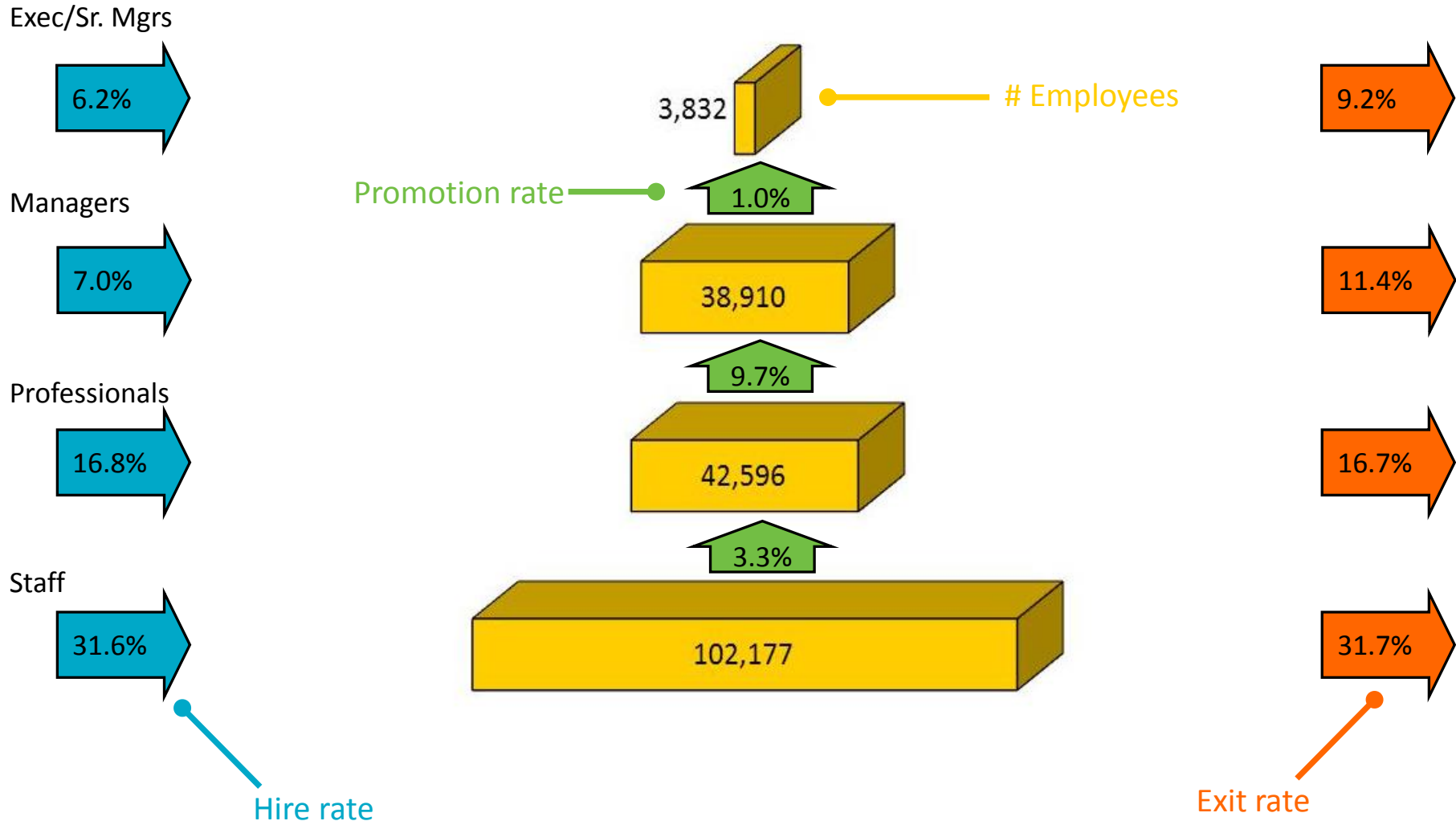
WHAT PARTICIPANTS WILL RECEIVE

INTERNAL LABOR MARKET (ILM) MAPS (CONTINUED)

- 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)
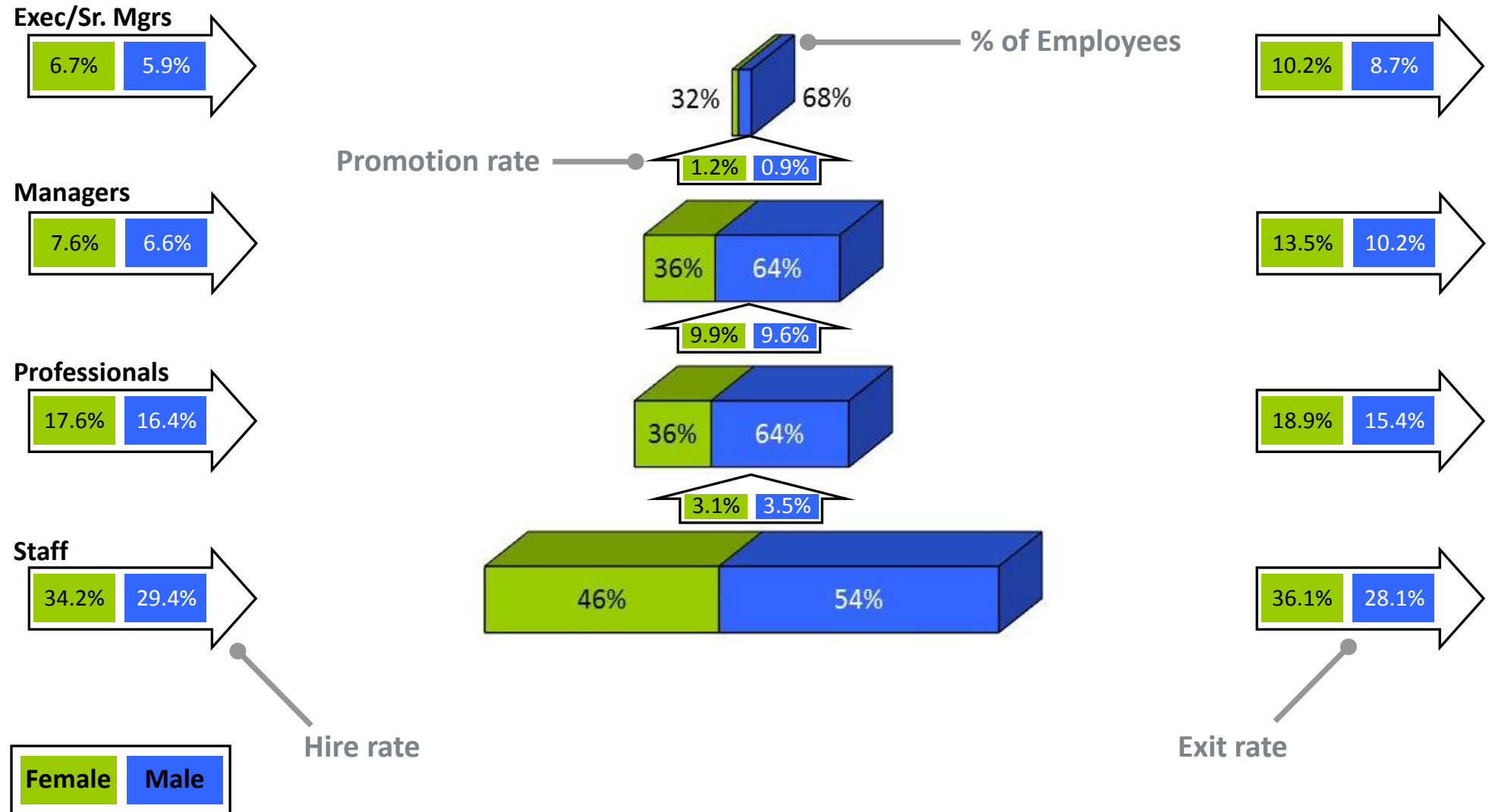
WHAT PARTICIPANTS WILL RECEIVE

INDUSTRY ILM MAP (2015 AIM/PAR SURVEY)

Exec/Sr. Mgrs

6.2%

3,832 — # Employees

9.2%

Managers

7.0%

Promotion rate — 1.0%

38,910

11.4%

Professionals

16.8%

9.7%

42,596

16.7%

Staff

31.6%

3.3%

102,177

31.7%

Hire rate

Exit rate

Excludes blue collar workers.

WHAT PARTICIPANTS WILL RECEIVE

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

Exec/Sr. Mgrs

| 6.7% | 5.9% |

| 10.2% | 8.7% |

% of Employees

32% 68%

Promotion rate — | 1.2% | 0.9% |

Managers

| 7.6% | 6.6% |

| 13.5% | 10.2% |

36% 64%

| 9.9% | 9.6% |

Professionals

| 17.6% | 16.4% |

| 18.9% | 15.4% |

36% 64%

| 3.1% | 3.5% |

Staff

| 34.2% | 29.4% |

| 36.1% | 28.1% |

46% 54%

Hire rate

Exit rate

| **Female** | **Male** |

Excludes blue collar workers.

WHAT PARTICIPANTS WILL RECEIVE

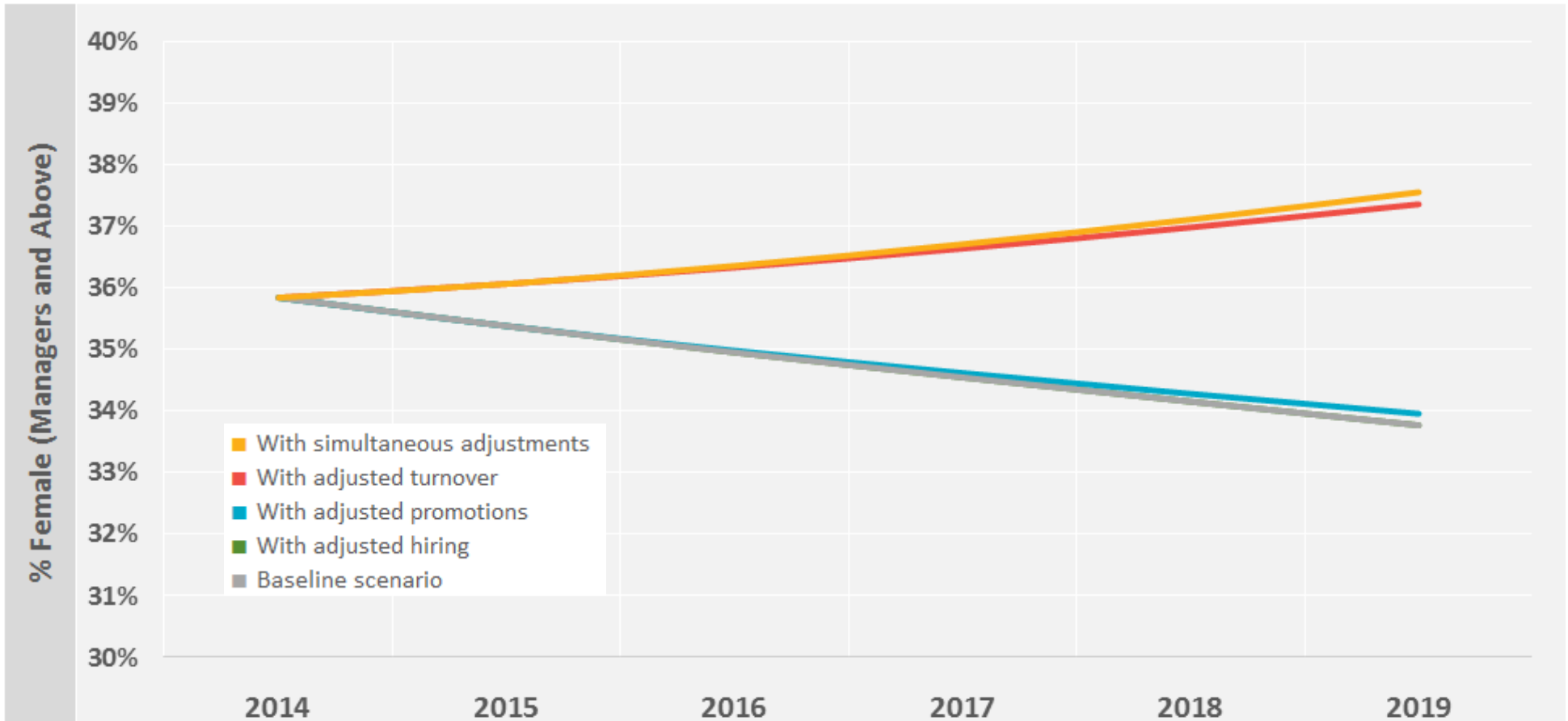## INDUSTRY ILM MAP BY RACE/ETHNICITY (2015 AIM/PAR SURVEY)

Exec/Sr. Mgrs

| 11.5% | 4.7% |

| 13.5% | 8.9% |

% of Employees

16% 84%

Promotion rate — 0.6% | 1.2%

Managers

| 8.0% | 6.5% |

| 12.2% | 11.1% |

27% 73%

8.6% | 10.4%

Professionals

| 19.7% | 15.4% |

| 18.4% | 15.9% |

33% 67%

2.4% | 4.0%

Staff

| 36.7% | 27.0% |

| 35.0% | 28.9% |

47% 53%

| **People of Color** | **White** |

Hire rate

Exit rate
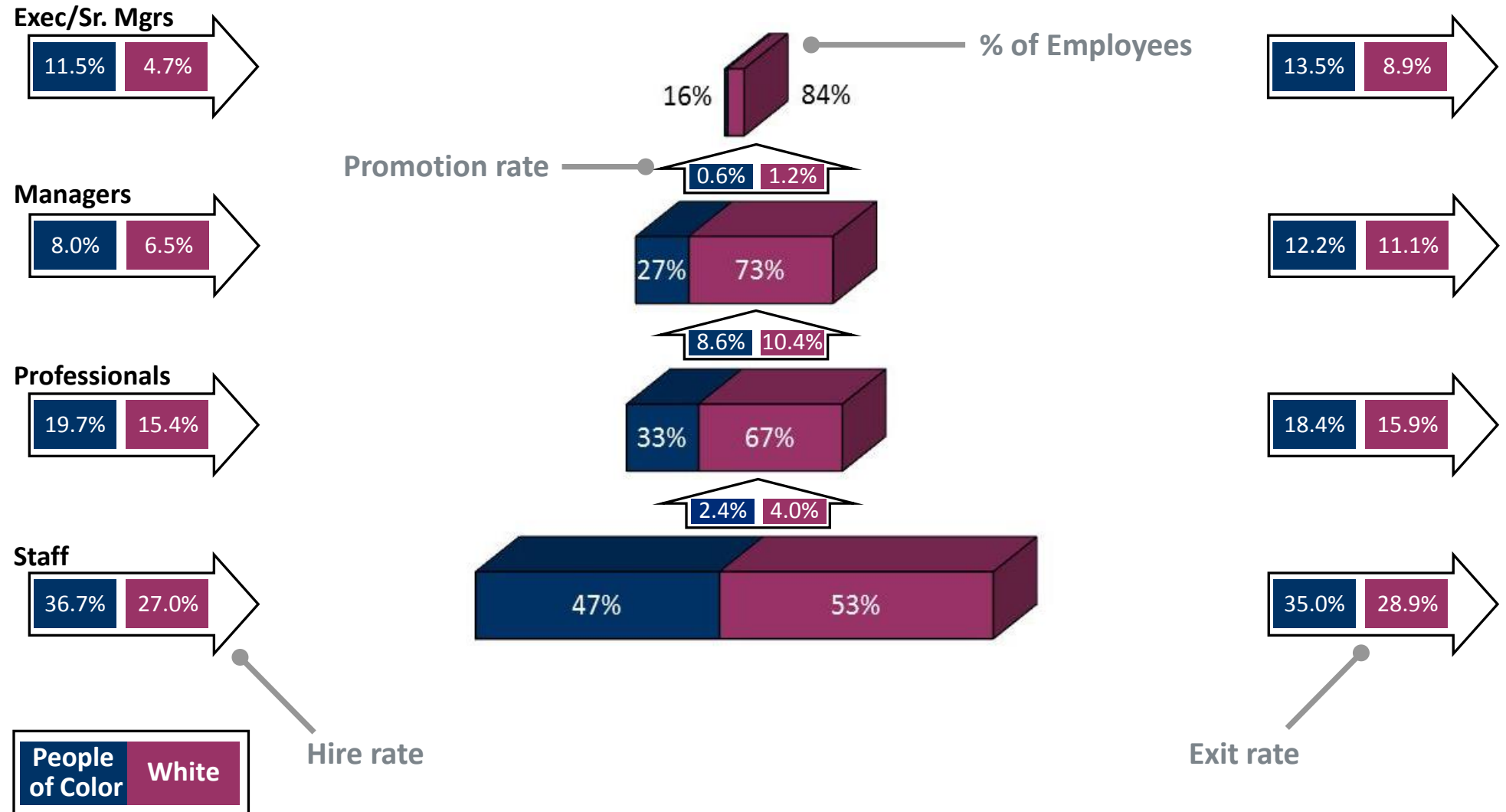
Excludes blue collar workers.

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)

Legend:
- With simultaneous adjustments
- With adjusted turnover
- With adjusted promotions
- With adjusted hiring
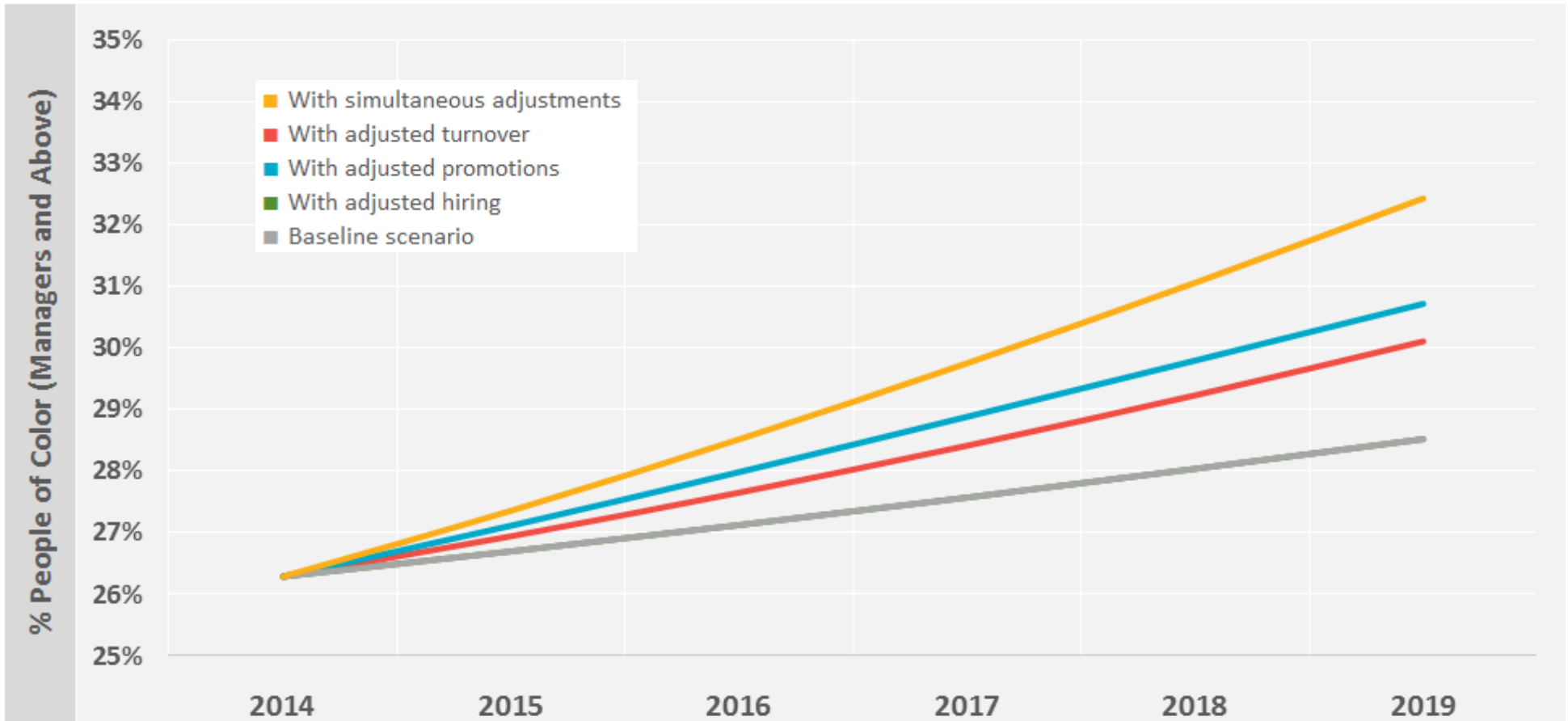- Baseline scenario

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
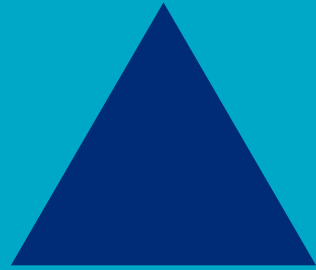
OVERVIEW OF THE SURVEY PROCESS

- Survey launch: Tuesday, February 7th (emails with survey information were sent out on February 7)

- Survey due date: Friday, March 24th

- Scorecard distribution: Shortly before Diversity Week

- Survey findings: Town Hall Meeting scheduled for September 26th, 2017 in New York City as part of Diversity Week

QUESTIONS

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Nicole Brassell
Senior Associate, Mercer

Gail Greenfield
Principal, Mercer

Talton Gibson
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MAKE TOMORROW, TODAY

MERCER