



THE NÄMIC AIM

ADVANCEMENT INVESTMENT MEASUREMENT



2022

Media, Entertainment, and Technology Multi-ethnic

DIVERSITY REPORT

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Foreword

For nearly two decades, NAMIC and our diversity partners at The WICT Network have been measuring media, entertainment, and technology workforce demographics through NAMIC's AIM survey and The WICT Network's PAR Initiative. The goal is to help companies determine the factors that influence their ability to recruit, retain, and advance their people and illustrate the best ways to deploy those tactics. This commitment to tracking diversity metrics provides a level of transparency few other industries can tout.

Some key takeaways from the 2022 report include:

- **People of color experienced a seven-percentage point reduction in workforce representation.**
Overall representation of people of color was 37%, which is a decrease from 44% in our last report in 2019. The greatest decreases were in the more junior level professional, and manager ranks within companies identifying as multi-system operators. Conversely, the percentages of people of color increased among participating programmers.
- **People of color were retained at a higher level than the national average.**
The voluntary turnover rate for people of color was 6% for the industry, 14 percentage points less than the national average. It's noteworthy that media, entertainment, and technology companies were able to retain their valuable employees during the Great Resignation—a time when many workers left their jobs.
- **Representation of women of color increased in all roles.**
The overall women of color workforce increased six percentage points from our last report in 2019. In addition, the percentage of women of color increased in professional positions (eight percentage points), manager positions (eight percentage points), executive/senior manager positions (three percentage points), and boards of directors (six percentage points). This is particularly significant as the pandemic disproportionately impacted employment for women of color.

We commend the companies that participated in this year's AIM/PAR Survey for their ongoing commitment to make this a more equitable world. We encourage our stakeholders to read our full report to gain a better understanding of diversity, equity, and inclusion (DEI) best practices and to continue to set the bar high within their organizations to ensure that people of color have an equal opportunity to participate and thrive in the workplace.

A. Shuanise Washington
President & CEO
NAMIC

About This Report

This report details results of the National Association for Multi-ethnicity in Communications (NAMIC) Advancement Investment Measurement (AIM) research survey, which was conducted in 2022 and reports on 2021 workforce data for a variety of job categories. The NAMIC AIM survey provides a baseline of statistics on the status of multi-ethnic employment in the media, entertainment, and technology industry. This diversity survey offers a powerful example of the organization's partnership with industry companies to provide information and resources to nurture a pipeline of diverse talent. In conducting the survey, NAMIC teamed up once again with The WICT Network to create the 2022 NAMIC and The WICT Network media, entertainment, and technology Workforce Diversity Survey, a combination of NAMIC's AIM survey and The WICT Network's Pay Equity, Advancement Opportunities and Resources for Work/Life Integration (PAR) Initiative. The survey was conducted by PwC as a third-party expert. The Walter Kaitz Foundation funded this project.

Findings from the NAMIC AIM research survey help determine NAMIC's programmatic direction and leverage support for other strategic diversity endeavors. In fact, the initial 1999 research was the impetus for creating NAMIC's flagship Executive Leadership Development Program (ELDP), currently held in partnership with the University of Virginia Darden School of Business. In 2005, strong inferences gleaned from later research gave rise to the creation of the NAMIC Leadership Seminar, targeting industry professionals from across the full multicultural spectrum who were committed to crafting personal blueprints for career success and who were interested in becoming culturally competent leaders. In recent years, the research has influenced content of NAMIC's Annual National Conference, as the organization works to ensure that NAMIC members and broader constituencies have access to information that augments the benefits of an increasingly diverse workforce and consumer base.

Survey Participants

For this year's report, 18 media, entertainment, and technology companies responded to the survey and identified themselves as programmers, multi-system operators (MSOs), or suppliers. The 14 operator and programmer companies that responded to the survey represent more than 216,000 U.S. employees, or approximately 69% of the roughly 314,000 employees in the United States. This percentage suggests that the survey results are representative of the media, entertainment, and technology industry. In addition, the four suppliers that responded to the survey represent more than 36,000 U.S. employees.

Of the 18 participating organizations, seven are MSOs, seven are programmers, and four are industry suppliers. Fourteen survey-over-survey organizations participated in both the 2019 and 2022 NAMIC AIM surveys. The 2022 survey captured information on diversity at the highest leadership levels within the industry as well as workforce dynamics—i.e., hires, promotions, and exits—of women in the industry.

Data Sources

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 2022,

survey respondents were asked to report on 2021 workforce data for a variety of job categories. This is consistent with how the survey has historically been conducted. Unlike previous years where the data was labeled the same year as the report, a conscious decision was made to label the 2022 data as 2021 to emphasize that the report represents the first measurements since the global pandemic. National benchmark data was generated by PwC's Saratoga, a benchmarking tool that covers 40+ years of history and measurement from over 2,000 customers globally.

Influences on DEI

Over the past few years, our country has experienced events that will have a lasting impact on the way we live and work, the way we view equity, and the way we hold companies responsible for their contributions to our cultural and societal norms. To put this year's survey data into perspective, it is important to understand the influences these major events have had with regard to DEI.

Social Justice

Throughout 2020, the US witnessed a massive social justice movement with Black Lives Matter protests that sprung up in every state in the country in response to police killings of Breonna Taylor, George Floyd, and dozens of other Black people. Demands for social justice were made from all corners of society, and policy changes have taken place.¹ Our society now has evidence that impact can be made from speaking out and making our voices heard.

Corporate Responsibility

Environmental, social, and governance (ESG) is a hot topic, and the trends driving the need for sustainable business practices are here long term. Workers want more support in translating ESG considerations to their work. Employees are demanding that companies look beyond financial performance to broader ESG considerations, particularly regarding transparency. Employees say that transparency regarding the company's record on protecting worker health and safety is of highest importance. This is largely related to the pandemic and the need to recreate working environments with public health in mind. Nonetheless, economic impact, workplace diversity, and environmental impact were not far behind.²

Pandemic-Driven Impact on Employment

The COVID-19 pandemic continued throughout 2021, the year this survey data applied. The pandemic had an enormous impact on employment as isolation mandates shifted the way we work. Many workers lost their jobs or voluntarily left their jobs. We witnessed the Great Resignation, a time when dissatisfied employees left their jobs in high numbers. The quit rate in the US reached a 20 year high in November 2021. Most workers who quit a job in 2021 cited low pay (63%), no opportunities for advancement (63%), and feeling disrespected at work (57%) as reasons why they quit.³ In addition, the pandemic generated a particular type of recession that has been coined the "she-cession:" an economic downturn where job and income losses affected women more than men. From February 2020 to January 2022, 1.1 million women in the US left the labor force, accounting for 63% of all jobs lost. In January 2022, 4% of all women were jobless. Women of color were impacted at even higher rate; nearly 6% of Black women and nearly 5% of Latinas experienced unemployment.⁴

¹ Source: Refinery29, [How The Struggle For Social Justice Shaped 2020](#), 2020

² Source: PwC, [Global Workforce Hopes and Fears Survey](#), 2022

³ Source: Pew Research, [The Great Resignation](#), March 2022

⁴ Source: SHRM, [Nearly 2 million fewer women in labor force](#), 2022

Executive Summary

Representation of People of Color

In this section, all references to changes in representation since our 2019 report refer to data from all survey participants that provided data to support the metric calculation. It should be noted that the 2019 report reflects 2018 data, and the changes in the current report represent a three-year period.

Figure 1. People of Color Representation by Position

Position	2021	2019	Percentage Point (pp) Change
Overall Industry Workforce	37%	44%	-7
Board of Directors	22%	17%	+5
Exec/Sr. Managers	20%	26%	-6
Managers	27%	31%	-4
Professionals	33%	37%	-4

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. Overall Industry Workforce denotes the average of all respondents to this year's survey.

Based on survey participant data, the proportion of the overall industry workforce that reflects people of color was 37% (see Figure 1). The representation of people of color in the industry overall decreased by seven percentage points since our last report in 2019. Representation by role shows:

- **Board of Directors:** The percentage of people of color at the Board of Director level was 22% in 2021, an increase of 5 percentage points since the 2019 survey.
- **Executives/Senior Managers:** The percentage of people of color in executive and senior manager positions in 2021 was 20%, a decrease of 6 percentage points since the 2019 survey.
- **Managers:** The percentage of people of color in managerial positions in 2021 was 27%, a decrease of 4 percentage points since the 2019 survey.
- **Professionals:** The percentage of people of color in professional positions in 2021 was 37%, a 7-percentage point decrease since the 2019 survey.

Representation of People of Color by Industry Sector

For representation of people of color by industry sector, the 2022 AIM survey collected responses from multi-system operators (MSO), programmers and suppliers. The supplier data for 2021 was statistically robust, warranting a distinct callout in the PAR report for the first time.

Figure 2. People of Color Representation by Industry Sector

Position	Operators	Programmers	Suppliers
Overall Industry Workforce	36%	44%	33%
Board of Directors	17%	19%	37%
Exec/Sr. Managers	14%	30%	--
Managers	22%	37%	17%
Professionals	21%	46%	39%

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey.

For representation of people of color by industry sector, Figure 2, above, provides a breakout of the percentage of people of color employed in various positions in 2021. Overall, people of color held 44% of jobs at industries identified as programmers, 36% at MSOs and 33% at suppliers. Representation by role was as follows:

- **Board of Directors:** The percentage of people of color in Board of Directors positions was higher for suppliers (37%) than for programmers (19%) and suppliers (17%).
- **Executives/Senior Managers:** The percentage of people of color in executive and senior manager jobs was higher for programmers (30%) than for suppliers (14%).
- **Managers:** The percentage of people of color in managerial roles was higher for programmers (37%) than for MSOs (22%) and suppliers (17%).
- **Professionals:** The percentage of people of color in professional positions was higher for programmers (44%) than for MSOs (36%) and suppliers (33%).

Figure 3. Change in People of Color Representation by Industry Sector

Operators				Programmers			
Position	2021	2019	Percentage Point (pp) Change	Position	2021	2019	Percentage Point (pp) Change
Overall Industry Workforce	36%	45%	-9	Overall Industry Workforce	44%	39%	+5
Board of Directors	17%	14%	+3	Board of Directors	19%	20%	-1
Exec/Sr. Managers	14%	16%	-2	Exec/Sr. Managers	30%	32%	-2
Managers	22%	31%	-9	Managers	37%	30%	+7
Professionals	21%	33%	-12	Professionals	46%	43%	+3

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. Overall Industry Workforce denotes the average of all respondents to this year's survey.

Figure 3 illustrates the changes in representation of people of color by industry sector since our last survey in 2019. The data shows:

- **Operators:** Thirty-six percent of employees at all MSOs surveyed were people of color in 2021, which is 9 percentage points fewer than in our last survey in 2019. The percentage of people of color on the Board of Directors at the companies surveyed increased by 3 percentage points between 2019 and 2021. The percentage of people of color in the roles of executives and senior managers decreased by 2 percentage points since the last survey in 2019; the percentage of managers decreased by 9 percentage points in that time; and the percentage of professionals decreased by 12 percentage points since the last survey in 2019.
- **Programmers:** In 2021 at companies identifying as programmers, 44% of employees surveyed were people of color, an increase of 5 percentage points since our last survey in 2019. The percentage of people of color on the Board of Directors at the companies surveyed decreased by 1 percentage point since the last survey in 2019. The percentage of people of color in executive and senior manager roles decreased by 2 percentage points since the last survey in 2019; the percentage of managers increased by 6 percentage points in that time; and the percentage of professionals increased by 3 percentage points since the last survey in 2019.

Representation of Women of Color

Figure 4. Women of Color Representation by Industry Sector

Position	Overall Industry Workforce	Operators	Programmers	Suppliers
Overall Industry Workforce	23%	16%	27%	18%
Board of Directors	10%	9%	10%	11%
Exec/Sr. Managers	15%	7%	21%	--
Managers	21%	12%	30%	8%
Professionals	24%	13%	35%	18%

Notes: A dash (-) indicates data was not available. Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey.

The results from this year's survey show that women of color made up 23% of the overall workforce while all women made up 38% of the workforce (as shown in Figure 1). This is 6 percentage points higher than reported in 2019 and noteworthy, given the higher unemployment numbers for women of color, overall, since the pandemic. Representation of women of color was higher for programmers (27%) than suppliers (18%) and MSOs (16%). Figure 4 shows a breakout of the percentage of women of color employed in various positions by industry sector. Representation by role shows:

- **Board of Directors:** The percentage of women of color in Board of Directors roles was higher for suppliers (11%) than programmers (10%) and MSOs (9%).
- **Executives/Senior Managers:** The percentage of women of color in executive and senior manager positions was higher for programmers (21%) than MSOs (0%).

- **Managers:** The percentage of women of color in manager positions was higher for programmers (30%) than for MSOs (12%) and suppliers (8%).
- **Professionals:** The percentage of women of color in professional positions was higher for programmers (35%) than for suppliers (18%) and MSOs (13%).

Figure 5. Change in Women of Color Headcount by Industry Sector

Position	Overall Industry Workforce	Operators	Programmers
Overall Industry Workforce	+6pp	-2pp	-7pp
Board of Directors	+6pp	+6pp	+5pp
Exec/Sr. Managers	+3pp	+2pp	+5pp
Managers	+8pp	+1pp	+13pp
Professionals	+8pp	-1pp	+14pp

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. Overall Industry Workforce denotes the average of all respondents to this year's survey.

For change in representation of women of color by industry sector, the 2022 NAMIC AIM survey data compared to the 2019 survey data (see Figure 5) shows:

- **Operators:** Sixteen percent of employees at all MSOs surveyed were women of color in 2021, which is 2 percentage points lower than reported in the 2019 survey. Since the 2019 survey, the percentage of women of color on the board of directors at the MSO companies surveyed increased by 6 percentage points; the percentage of executives and senior managers increased by 2 percentage points; and the percentage of managers increased by 1 percentage point; and the percentage of professionals decreased by 1 percentage point.
- **Programmers:** Twenty-seven percent of employees at the programmers surveyed were women of color, a decrease of 7 percentage points since the 2019 survey. Programmers increased women of color employment across all roles, with significant increases in professionals (14 percentage points) and managers (13 percentage points). Executives and boards of directors both increased by 5 percentage points.

Representation of Young Professional People of Color

Figure 6. Representation of Young Professional People of Color by Industry Sector

Position	Overall Industry Workforce	Operators	Programmers	Suppliers
Overall Industry Workforce	43%	43%	43%	45%
Exec/Sr. Managers	2%	10%	12%	--
Managers	6%	9%	31%	7%
Professionals	12%	15%	10%	34%

Notes: A dash (-) indicates data was not available. Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey.

Young professionals include employees who were born on or after January 1, 1983. The results of this year’s survey found that young professional people of color accounted for 43% of the overall industry workforce (see Figure 6). Young professional people of color made up 12% of the professional jobs, 6% of manager jobs, and 2% of senior manager jobs. Companies identifying as MSOs and programmers had the same level of representation of young professional people of color (43%).

The MSOs had the highest percentage of young professional people of color in professional positions (15%) as did suppliers (34%). Programmers had the highest percentage of young professional people of color in manager level positions (31%).

People of Color in Key Industry Roles

The 2022 NAMIC AIM survey captured information on the representation of people of color in key cable industry jobs. Data was collected for individual contributors and managers in the following areas:

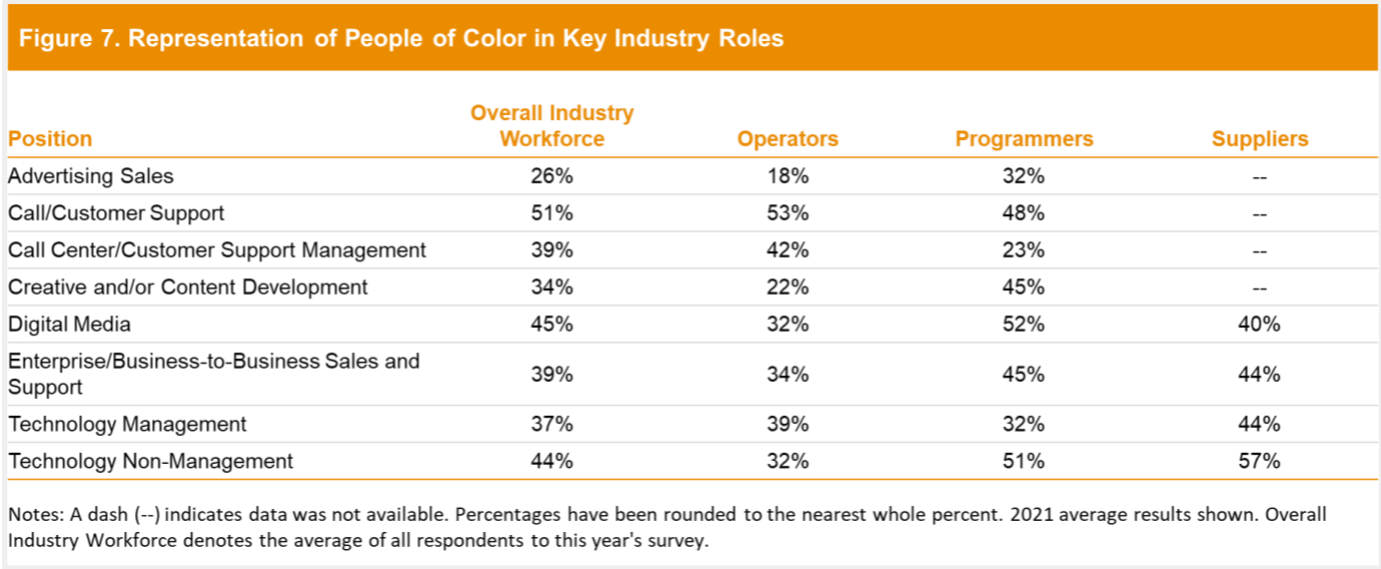
The 2022 NAMIC AIM survey captured the prevalence of people of color in key industry jobs for participating organizations (see Figure 7). The survey captured 6 individual contributor roles and 2 manager roles.

Individual contributor roles:

- Advertising Sales
- Call Center/Customer Support
- Creative and/or Content Development
- Digital Media
- Enterprise/Business-to-Business Sales and Support
- Technology Non-Management

Manager roles:

- Call Center/Customer Support Management
- Technology Management



Among the eight key roles examined, people of color were represented in the following order of highest to lowest percentage: (see Figure 7):

- **Call center/customer support:** People of color held 51% of call center/customer support jobs. Representation of people of color in call center/customer support positions was higher for MSOs (53%) than for programmers (48%).

- **Digital media:** People of color held 45% of digital media roles. Representation of people of color in digital media jobs was higher for programmers (52%) than for suppliers (40%) and MSOs (32%).
- **Technology non-management:** People of color held 44% of technology non-management positions. Representation of people of color in technology non-management roles was higher for suppliers (57%) than for programmers (51%) and MSOs (32%).
- **Call center/customer support management:** People of color held 39% of call center/customer support management jobs. Representation of people of color in call center/customer support management positions was higher for MSOs (42%) than for programmers (23%).
- **Enterprise/business-to-business sales and support:** People of color held 39% of enterprise/business-to-business sales and support roles. Representation of people of color in enterprise/business-to-business sales and support jobs was higher for programmers (45%) than for suppliers (44%) and MSOs (34%).
- **Technology management:** People of color held 37% of technology management positions. Representation of people of color in technology management roles was higher for suppliers (44%) than for MSOs (39%) and programmers (32%).
- **Creative and/or content development:** People of color held 34% of creative and/or content development jobs. Representation of people of color in creative and/or content development positions was higher for programmers (45%) than for MSOs (22%).
- **Advertising sales:** People of color held 26% of advertising sales roles. Representation of people of color in advertising sales jobs was higher for programmers (32%) than for MSOs (18%).

Figure 8. Change in Representation of People of Color in Key Industry Roles

Position	Overall Industry Workforce	Operators	Programmers
Advertising Sales	-11pp	-17pp	-5pp
Call/Customer Support	-5pp	-3pp	+48pp
Call Center/Customer Support Management	+1pp	+4pp	+23pp
Creative and/or Content Development	+4pp	-1pp	+13pp
Digital Media	+4pp	+9pp	+6pp
Enterprise/Business-to-Business Sales and Support	-1pp	-6pp	+18pp
Technology Management	+10pp	+12pp	+1pp
Technology Non-Management	+4pp	-8pp	+4pp

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. Overall Industry Workforce denotes the average of all respondents to this year's survey.

For change of representation of people of color in key industry jobs, the 2022 AIM survey data compared to the 2019 data (see figure 8) shows:

- **Operators:** Compared to 2019, MSOs increased employment of people of color in technology management roles (12 percentage points), digital media positions (9 percentage points), and call center/customer support management positions (4 percentage points). Compared with 2019,

MSOs decreased employment of people of color in advertising sales jobs (-17 percentage points), technology non-management roles (-8 percentage points), enterprise/business-to-business sales and support positions (-6 percentage points), call center/customer support jobs (3 percentage points), and creative and/or content development jobs (-1 percentage point).

- **Programmers:** Compared to 2019, programmers increased employment of people of color in call center/customer support roles (48 percentage points), call center/customer support management positions (23 percentage points), enterprise/business-to-business sales and support positions (18 percentage points), creative and/or content development roles (13 percentage points), digital media jobs (6 percentage points), technology non-management roles (4 percentage points), and technology management positions (1 percentage point). Compared with 2019, programmers decreased employment of people of color in advertising sales jobs (-5 percentage points).

Women of Color in Key Industry Roles

Figure 9. Representation of Women of Color in Key Industry Roles

Position	Overall Industry Workforce	Operators	Programmers	Suppliers
Advertising Sales	9%	7%	10%	--
Call/Customer Support	35%	30%	42%	--
Call Center/Customer Support Management	47%	50%	42%	--
Creative and/or Content Development	10%	7%	12%	--
Digital Media	28%	12%	31%	40%
Enterprise/Business-to-Business Sales and Support	10%	8%	13%	14%
Technology Management	3%	3%	5%	2%
Technology Non-Management	13%	7%	15%	21%

Notes: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey.

The 2022 AIM survey captured the prevalence of women of color in key industry jobs for participating organizations (see Figure 9). Among the eight key jobs examined, women of color were represented in the following roles in order of highest to lowest percentage:

- **Call center/customer support management:** Women of color held 47% of call center/customer support management jobs. Representation of women of color in these positions was higher for MSOs (50%) than programmers (42%).
- **Call center/customer support:** Women of color held 35% of call center/customer support roles. Representation of women of color in these jobs was higher for programmers (42%) than MSOs (30%).
- **Digital media:** Women of color held 28% of digital media positions. Representation of women of color in these roles was higher for suppliers (40%) than programmers (31%) and MSOs (12%).

- **Technology non-management:** Women of color held 13% of technology non-management jobs. Representation of women of color in these positions was higher for suppliers (21%) than programmers (15%) and MSOs (7%).
- **Creative and/or content development:** Women of color held 10% of creative and/or content management roles. Representation of women of color in these jobs was higher for programmers (12%) than MSOs (7%).
- **Enterprise/Business-to-business sales and support:** Women of color held 10% of enterprise-business-to-business sales and support positions. Representation of women of color in these roles was higher for suppliers (14%) than programmers (13%) and MSOs (8%).
- **Advertising sales:** Women of color held 9% of advertising sales jobs. Representation of women of color in these positions was slightly higher for programmers (10%) than MSOs (7%).
- **Technology management:** Women of color held 3% of technology management roles. Representation of women of color in these jobs was higher for programmers (5%) than suppliers (2%) and MSOs (2%).

Figure 10. Change in Representation of Women of Color in Key Industry Roles

Position	Overall Industry Workforce	Operators	Programmers
Advertising Sales	-11pp	-8pp	-15pp
Call/Customer Support	+1pp	-4pp	--
Call Center/Customer Support Management	+34pp	+37pp	--
Creative and/or Content Development	-4pp	0pp	-4pp
Digital Media	+8pp	+4pp	+7pp
Enterprise/Business-to-Business Sales and Support	-8pp	-11pp	-4pp
Technology Management	-2pp	-2pp	-7pp
Technology Non-Management	+8pp	+2pp	0pp

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. Overall Industry Workforce denotes the average of all respondents to this year's survey.

For change in representation of women of color in key industry roles, the 2022 PAR Initiative survey data compared to the 2019 data (see Figure 10) shows:

- **Operators:** Compared to 2019, MSOs increased employment of women of color in call center/customer support management jobs (37 percentage points), digital media positions (4 percentage points) and technology non-management roles (2 percentage points). Compared to 2019, MSOs realized a decrease in the employment of women of color in enterprise/business-to-business sales and support jobs (-11 percentage points), advertising sales positions (-8 percentage points), call center/customer support roles (-4 percentage points) and technology management jobs (-2 percentage points).
- **Programmers:** Compared to 2019, programmers increased employment of women of color in digital media positions (7 percentage points) but employed fewer of them in advertising sales

roles (-15 percentage points), technology management jobs (-7 percentage points), enterprise/business-to-business sales and support positions (-4 percentage points), and creative and/or content development roles (-4 percentage points).

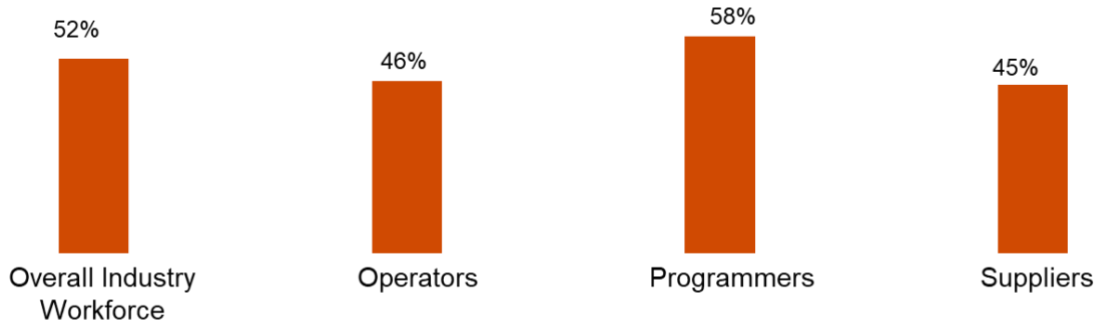
Recruitment, Advancement, and Retention of People of Color

In this section, all references to overall industry workforce denotes the average of all respondents to the 2022 NAMIC AIM survey. All references to national average indicate U.S. benchmark data across industries pulled from PwC's Saratoga, a benchmarking tool that covers more than 40 years of history and measurement from over 2,000 companies globally.

Talent Recruitment

Talent recruitment or acquisition refers to the number of people newly hired to the organization.

Figure 11. Talent Recruitment for People of Color



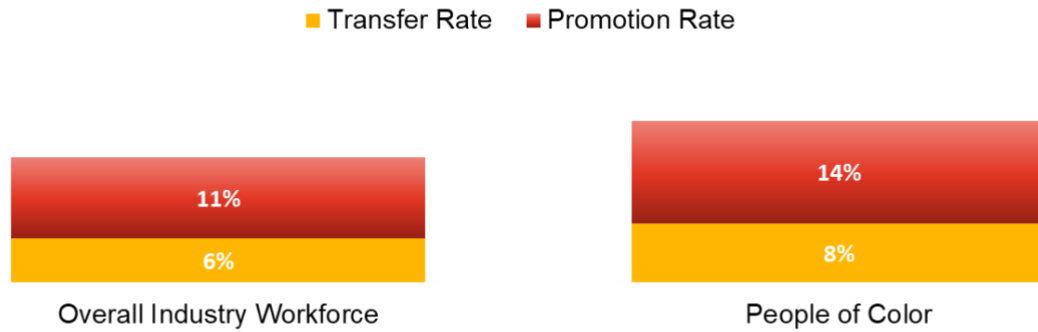
Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey.

At 52%, over half of jobs filled in 2021 within companies surveyed were filled by people of color (see Figure 11). Programmers (58%) recruited more people of color than MSOs (46%) and suppliers (45%).

Workforce Advancement

Workforce advancement or mobility refers to the number of people already employed in the organization who were either promoted or transferred to a new position.

Figure 12. Workforce Advancement for People of Color at the Industry Level



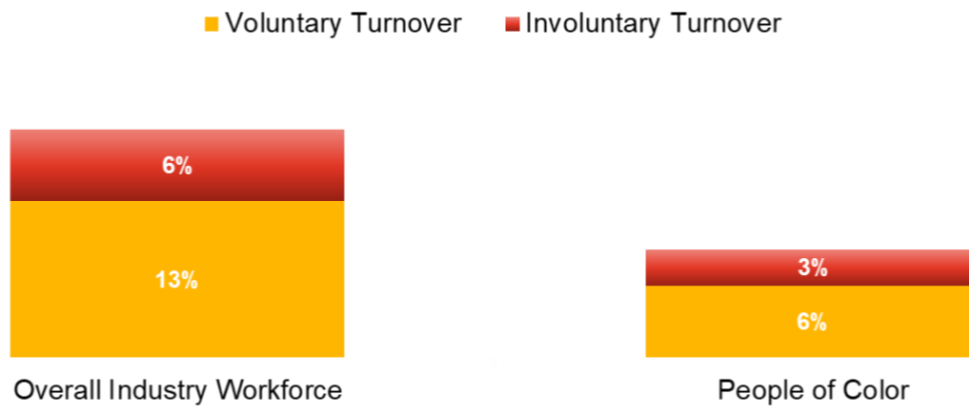
Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey.

People of color were promoted at 14%, which is 3 percentage points higher than the overall industry workforce (see Figure 12). In addition, people of color were transferred to new positions at 8%, which is 2 percentage points higher than the overall industry workforce.

Talent Retention

Talent retention or turnover refers to employees leaving their jobs, either voluntarily or involuntarily.

Figure 13. Talent Retention for People of Color at the Industry Level



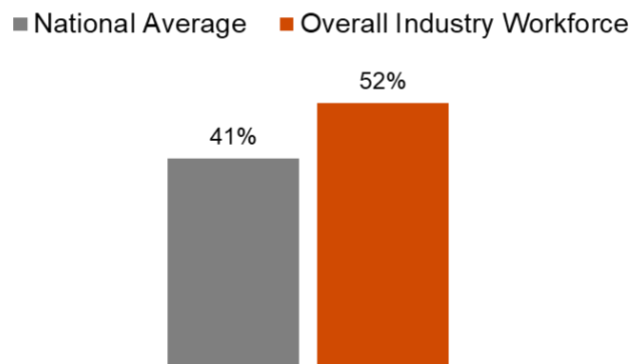
Notes: Percentages shown represent voluntary and involuntary turnover and have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey.

The voluntary and involuntary turnover rates for people of color at participating companies were roughly half of the overall industry rates (see Figure 13).

National Averages

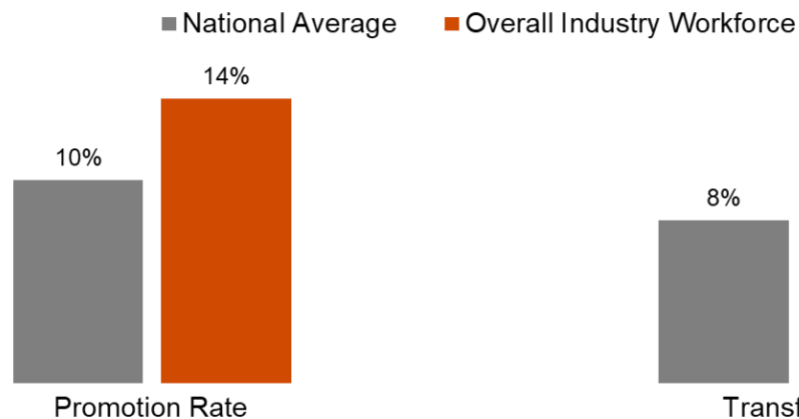
National averages are comprised of US benchmark data across various industries obtained from over 2,000 companies. The benchmark data, collected and analyzed in the PwC Saratoga tool, provides context around how the media, entertainment, and technology industry is progressing compared with other industries.

Figure 14. Talent Recruitment for People of Color by Overall Industry Workforce and National Average



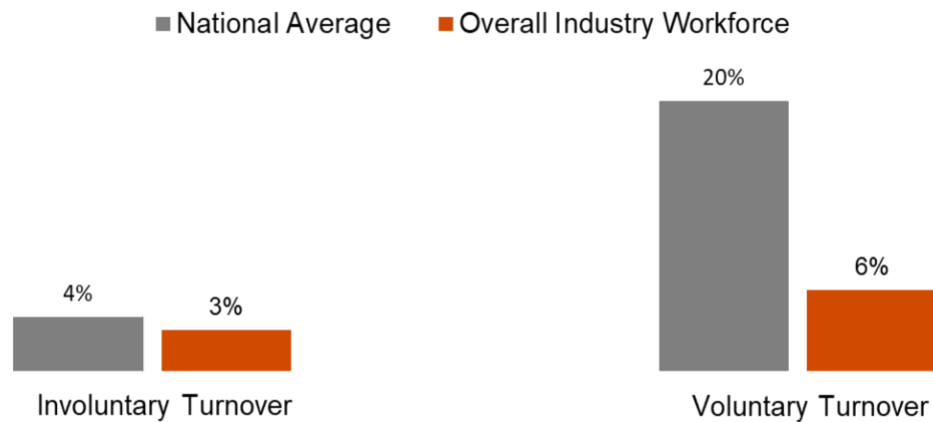
Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey. National Average indicates US benchmark data across industries represented in Saratoga.

Figure 15. Workforce Advancement for People of Color by Overall Industry Workforce and National Average



Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey. National Average indicates US benchmark data across industries represented in Saratoga.

Figure 16. Talent Turnover for People of Color by Overall Industry Workforce and National Average



Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey. National Average indicates US benchmark data across industries represented in Saratoga.

- **Recruitment:** A little over half (52%) of jobs filled in 2021 by the media, entertainment, and technology companies surveyed were filled by people of color. This is 9 percentage points higher than the national average and shows demonstrable progress in recruiting more people of color into this industry workforce (see Figure 14).
- **Promotions:** People of color were promoted at a higher rate (14%) than the national average (10%) (see Figure 15).
- **Transfers:** People of color were transferred to new positions at the same rate as the national average (8%) (see Figure 15).
- **Involuntary Turnover:** The involuntary turnover rate for people of color was 3% for the industry, which is 1 percentage point fewer than the national average (see Figure 16).
- **Voluntary Turnover:** The voluntary turnover rate for people of color was 6% for the industry, a significant 14 percentage points fewer than the national average (see Figure 16). Of note, media, entertainment, and technology companies were able to retain their valuable employees during the Great Resignation—a time when many workers left their jobs.

Multi-ethnicity Across Employee Levels and Functions

This section examines the racial/ethnic diversity of those in leadership, management, professional, and other key positions within the industry.

Figure 17. Board of Directors Representation by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers	Industry Change from 2019
American Indian or Alaska Native	--	--	--	--	--
Asian	6%	4%	3%	12%	+3pp
Black or African American	5%	6%	6%	3%	-4pp
Hispanic/Latino	4%	2%	3%	10%	0pp
White	85%	88%	87%	75%	+2pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Looking at the members of Boards of Directors of the participating companies, 15% are people of color (see Figure 17). The percentage is higher for suppliers (25%) than for programmers (13%) and MSOs (12%). Compared to 2019, representation of people of color on Boards of Directors has decreased 2 percentage points.

Across the participating organizations, Asians constitute 6% of Boards of Directors, Blacks/African Americans account for 5% of Boards of Directors, and Hispanics/Latinos make up 4% of Boards of Directors at participating companies.

Figure 18. Executive - Senior level Managers Representation by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers	Industry Change from 2019
American Indian or Alaska Native	--	--	--	--	--
Asian	9%	9%	4%	22%	+4pp
Black or African American	14%	4%	27%	6%	+9pp
Hispanic/Latino	5%	3%	8%	0%	-11pp
Native Hawaiian or Other Pacific Islander	0%	0%	0%	0%	0pp
Two or more races	1%	1%	1%	0%	0pp
White	73%	83%	60%	72%	-1pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

For executive and senior level manager roles, 27% are people of color (see Figure 18). The percentage is higher for programmers (40%) than for suppliers (28%) and MSOs (17%). Across the participating organizations, Asians constitute 9% of executives/senior managers, Blacks/African Americans account for 14% of executives/senior managers, and Hispanics/Latinos make up 5% of executives/senior managers at participating companies.

Figure 19. Managers Representation by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers	Industry Change from 2019
American Indian or Alaska Native	0%	1%	0%	0%	0pp
Asian	10%	7%	6%	31%	+5pp
Black or African American	16%	9%	29%	2%	+3pp
Hispanic/Latino	7%	7%	8%	1%	-4pp
Native Hawaiian or Other Pacific Islander	0%	0%	0%	0%	0pp
Two or more races	2%	2%	3%	0%	0pp
White	65%	74%	54%	66%	-4pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

For manager roles, 35% are people of color (see Figure 19). The number is higher for programmers (46%) than for suppliers (34%) and MSOs (26%). Across the participating organizations, Asians constitute 10% of managers, Blacks/African Americans account for 16% of managers, and Hispanics/Latinos make up 7% of managers at participating companies.

Figure 20. Professionals Representation by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers	Industry Change from 2019
American Indian or Alaska Native	0%	0%	0%	0.0%	0pp
Asian	13%	12%	8%	34%	+4pp
Black or African American	18%	9%	30%	9%	+6pp
Hispanic/Latino	9%	7%	12%	5%	-5pp
Native Hawaiian or Other Pacific Islander	0%	0%	0%	0.0%	0pp
Two or more races	3%	2%	4%	3%	+1pp
White	58%	70%	46%	50%	-5pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

For professional roles, 42% are people of color (see Figure 20). The number is higher for programmers (54%) than for suppliers (50%) and MSOs (30%). Across the participating organizations, Asians constitute 13% of professionals, Blacks/African Americans account for 18% of professionals, and Hispanics/Latinos make up 9% of professionals at participating companies.

Multi-ethnicity Across Roles

The 2022 NAMIC AIM survey captured information on the ethnicity of employees in key cable industry jobs. Data was collected for individual contributors and managers in the following areas:

Individual contributor roles:

- Advertising Sales
- Call Center/Customer Support
- Creative and/or Content Development
- Digital Media
- Enterprise/Business-to-Business Sales and Support
- Technology Non-Management

Manager roles:

- Call Center/Customer Support Management
- Technology Management

Individual Contributor Roles

Figure 21. Advertising Sales by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	Industry Change from 2019
White	74%	82%	68%	+10pp
People of Color	26%	18%	32%	-10pp
American Indian or Alaska Native	0%	1%	0%	0pp
Asian	8%	4%	11%	+4pp
Black or African American	10%	7%	12%	-2pp
Hispanic/Latino	11%	8%	13%	--
Native Hawaiian or Other Pacific Islander	0%	0%	0%	--
Two or more races	2%	2%	3%	0pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Advertising Sales: Across participating organizations, 26% of advertising sales employees in the industry are people of color (see Figure 21). This represents a decrease of 10 percentage points since 2019. People of color have higher representation among programmers (32%) than among MSOs (18%). Looking at the representation of people of color for the different racial/ethnic groups, Hispanic/Latinos represent 11% of advertising sales employees; Blacks/African Americans represent 10%; Asians represent 8%; and those in the Two or More Races category represent 2% of advertising sales employees.

Figure 22. Call Center/Customer Support by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	Industry Change from 2019
White	49%	47%	52%	+5pp
People of Color	51%	53%	48%	-5pp
American Indian or Alaska Native	1%	1%	0%	+1pp
Asian	5%	2%	10%	+3pp
Black or African American	26%	29%	23%	+11pp
Hispanic/Latino	14%	16%	11%	--
Native Hawaiian or Other Pacific Islander	1%	1%	1%	+2pp
Two or more races	4%	5%	3%	0pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Call Center/Customer Support: Fifty-one percent of call center/customer support employees in the industry are people of color (see Figure 22). This represents a 5-percentage point decrease in the representation of people of color since the 2019 survey. At 26%, Blacks/African Americans had the highest level of representation among call center/customer support employees. This was an increase of 11 percentage points since 2019. Hispanics/Latinos constitute 14% of call center/customer support employees, while Asians constitute 5%, and people of Two or More Races constitute 4%.

Figure 23. Creative or Content Development by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers	Industry Change from 2019
White	69%	78%	55%	100%	-1pp
People of Color	34%	23%	46%		+4pp
American Indian or Alaska Native	0%	1%	0%	--	0pp
Asian	4%	3%	4%	--	0pp
Black or African American	15%	8%	24%	--	+6pp
Hispanic/Latino	9%	7%	12%	--	+9pp
Native Hawaiian or Other Pacific Islander	0%	0%	0%	--	0pp
Two or more races	3%	2%	5%	--	+1pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Creative or Content Development: Across survey participants, 34% of creative or content development employees are people of color (see Figure 23). This represents an increase of 4 percentage points since 2019. Representation of people of color in creative or content development jobs is higher for programmers (46%) than for MSOs (23%). Looking at representation across the different racial and ethnic groups, 15% are Black/African American, 9% are Hispanic/Latino, 4% are Asian, and 3% are in the category of Two or More Races.

Figure 24. Digital Media by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers	Industry Change from 2019
White	55%	68%	48%	60%	-4pp
People of Color	45%	32%	52%	40%	+4pp
American Indian or Alaska Native	--	--	--	--	--
Asian	10%	15%	9%	--	+2pp
Black or African American	21%	5%	26%	40%	+13pp
Hispanic/Latino	8%	8%	10%	--	+8pp
Native Hawaiian or Other Pacific Islander	--	--	--	--	--
Two or more races	5%	3%	7%	--	+2pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Digital Media: Across survey participants, 45% of digital media employees are people of color (see Figure 24). This represents an increase of 4 percentage points since 2019. This is 4 percentage points higher than it was in 2019. Representation of people of color in digital media jobs is higher for

programmers (52%) than for suppliers (40%) and MSOs (32%). Looking at representation across the different racial and ethnic groups, 21% are Black/African American, 10% are Asian, 8% are Hispanic/Latino, and 5% are in the category of Two or More Races.

Figure 25. Enterprise/Business-to-Business Sales and Support by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers	Industry Change from 2019
White	61%	66%	55%	56%	+1pp
People of Color	39%	34%	45%	44%	-1pp
American Indian or Alaska Native	1%	1%	0%	1%	+1pp
Asian	4%	3%	5%	7%	0pp
Black or African American	17%	14%	23%	5%	-1pp
Hispanic/Latino	11%	12%	12%	5%	+11pp
Native Hawaiian or Other Pacific Islander	2%	0%	0%	20%	+2pp
Two or more races	4%	3%	5%	6%	+1pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Enterprise/Business-to-Business Sales and Support: For participating organizations, 39% of enterprise/business-to-business sales and support employees are people of color (see Figure 25). This is 1 percentage point fewer than in 2019. The representation of people of color in enterprise/business-to-business sales and support positions is higher for programmers (45%) than for suppliers (44%) and MSOs (34%). The primary racial/ethnic group represented in these roles is Black/African American at 17%, followed by Hispanic/Latino (11%), Asian (4%), people of Two or More Races (4%), and Native Hawaiian or Other Pacific Islander (2%).

Figure 26. Technology Non-Management by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers	Industry Change from 2019
White	59%	68%	56%	43%	-1pp
People of Color	44%	32%	51%	57%	+4pp
American Indian or Alaska Native	1%	1%	0%	0%	0pp
Asian	19%	27%	9%	31%	+15pp
Black or African American	16%	23%	13%	6%	0pp
Hispanic/Latino	2%	3%	2%	0%	+2pp
Native Hawaiian or Other Pacific Islander	0%	0%	0%	0%	0pp

Two or more races	0%	1%	1%	0%	-2pp
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Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Technology Non-Management: Forty-four percent of technology non-managers are people of color (see Figure 26). This represents an increase of 4 percentage points since 2019. Representation of people of color in technology non-manager roles is higher for suppliers (57%) than for programmers (51%) and MSOs (32%). Among people of color, Asians have the highest representation in technology non-manager roles at 19%, followed by Blacks/African Americans (16%), Hispanics/Latinos (2%), and American Indians or Alaska Natives (1%).

Manager Roles

Figure 27. Call Center/Customer Support Management by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	Industry Change from 2019
White	71%	58%	92%	+9pp
People of Color	39%	42%	23%	-17pp
American Indian or Alaska Native	0%	0%	0%	0pp
Asian	3%	3%	1%	-1pp
Black or African American	8%	12%	3%	-12pp
Hispanic/Latino	8%	11%	2%	+8pp
Native Hawaiian or Other Pacific Islander	1%	0%	1%	+1pp
Two or more races	4%	5%	0%	-1pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Call Center/Customer Support Management: Thirty-nine percent of call center/customer support management employees in the industry are people of color (see Figure 27). This represents a 17-percentage point decrease in the representation of people of color in these roles over the past 2 years. Blacks/African Americans currently represent 8% of call center/customer support managers. Hispanics/Latinos represent 8% of these roles, and people of Two or More Races represent 4% of these roles. Asians represent 3% of call center/customer support managers.

Figure 28. Technology Management by Race/Ethnicity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers	Industry Change from 2019
White	66%	61%	73%	56%	-7pp
People of Color	37%	39%	32%	44%	+10pp
American Indian or Alaska Native	0%	0%	0%	0%	0pp
Asian	24%	26%	17%	44%	+6pp
Black or African American	5%	6%	5%	0%	-8pp
Hispanic/Latino	4%	5%	4%	0%	+2pp
Native Hawaiian or Other Pacific Islander	0%	0%	0%	0%	0pp
Two or more races	1%	1%	1%	0%	0pp

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Technology Management: Thirty-seven percent of technology managers are people of color (see Figure 28). The representation of people of color among technology managers increased by 10 percentage points since 2019. The representation of people of color for suppliers (44%) is higher than that for MSOs (39%) and programmers (32%). Asians represent 10% of technology managers, followed by Blacks/African Americans (2%), Hispanics/Latinos (2%), and people of Two or More Races (1%).

Diversity Policies and Practices

As part of the 2022 NAMIC AIM survey, participating organizations were asked about their diversity policies and practices.

Figure 29. Person Responsible for Spearheading Diversity and Inclusion Initiatives

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Head of HR (e.g., CHRO, EVP/SVP/VP HR)	24%	29%	17%	100%
Chief Diversity Officer	29%	43%	33%	--
VP diversity/inclusion/wellness, SVP diversity/inclusion/wellness	12%	--	17%	--
HR department	6%	--	17%	--
President/CEO	12%	14%	--	--
Other	18%	14%	33%	--

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

The Chief Diversity Officer is most commonly reported as the person responsible for spearheading diversity and inclusion initiatives (29%), with head of HR as the second most common selection (24%), and, less frequently, the CEO/President (12%) and the SVP or VP of diversity/inclusion/wellness (12%) (see Figure 29). Note that participants were allowed to provide multiple responses to this question (i.e., identify more than one person who is responsible for spearheading diversity and inclusion initiatives).

Figure 30. Extent to which Senior Executives Are Actively Involved/Engaged in Diversity and Inclusion Programs/Initiatives

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Extremely	56%	71%	67%	--
Very	25%	0%	33%	67%
Somewhat	6%	0%	--	33%
Slightly	13%	29%	--	--
Not at all	--	--	--	--

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Participating companies were asked to provide information on how involved or engaged senior executives (i.e., CEO and direct reports) are in diversity and inclusion programs and initiatives (see Figure 30). Eighty-one percent of responding organizations report that senior executives are “very” or “extremely” involved or engaged in diversity and inclusion programs and initiatives. This is 21 percentage points higher than in 2019. The rates are higher for programmers (100%) than for MSOs (71%) and suppliers (67%).

Figure 31. Diversity-related Staff and Internal Groups

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Organization has an internal group that focuses on diversity	93%	86%	100%	67%
Organization has an internal group; senior executive (i.e., CEO and/or direct report) is a member of the group	85%	83%	80%	100%
Organization has staff dedicated exclusively to diversity and inclusion	67%	71%	80%	33%
Median number of full-time equivalent employees (FTEs) on staff dedicated exclusively to diversity and inclusion*	1	0	1	0

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey. *Excludes organizations reporting zero FTEs dedicated exclusively to diversity and inclusion.

Ninety-three percent of responding organizations have an internal group that focuses on diversity and inclusion (see Figure 31). This is 13 percentage points higher than in 2019. The proportion is higher for programmers (100%) than for MSOs (86%) and suppliers (67%). For organizations with an internal group, 85% report that the group includes a senior executive (i.e., CEO and/or a direct report).

For organizations with staff dedicated exclusively to diversity and inclusion, the median number of full-time equivalent employees (FTEs) on staff is 1, this number is at par with programmers (1 FTEs) and lower for MSOs (0 FTE).

Figure 32: Ways in which CEOs Demonstrate Support for Diversity Initiatives

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Regularly meets with various employee resource groups/affinity groups	63%	57%	71%	14%
Signs off on diversity metrics and programs	63%	43%	71%	29%
Regularly sends communications on DEI	44%	43%	33%	67%
Signs off on executive compensation targets tied to diversity	44%	43%	43%	14%
Is a member of the diversity council	38%	43%	33%	33%
Signs off on supplier diversity goals	44%	57%	43%	--
Formally heads up the diversity council	25%	29%	29%	--

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

The 2022 NAMIC AIM survey collected information from participating organizations on the specific ways industry CEOs demonstrate support for diversity initiatives (see Figure 32). The most common ways are (1) regularly meets with various employee resource groups/affinity groups (63%) and signs off on diversity metrics and programs (63%) (2) Regularly sends communications on DEI and Signs off on executive compensation targets tied to diversity. The CEOs of programmers are more likely to engage in most activities surveyed than are CEOs of MSOs and suppliers.

Figure 33: Organization Engagement in Key Diversity Practices

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Aligns diversity strategy with business goals and objectives	94%	86%	100%	100%
Employee attitude/satisfaction/engagement survey includes items that relate to organizational diversity and inclusion	93%	86%	100%	100%
Routinely reviews and acts upon employee attitude/satisfaction/engagement survey responses by gender and race/ethnicity	93%	86%	100%	100%
Routinely checks for and acts to close gender and race/ethnicity gaps in hiring rates	87%	71%	100%	100%
Community outreach is related to diversity (e.g., links between organization and educational institutions, government, etc.)	82%	86%	86%	67%
Routinely checks for and acts to close gender and race/ethnicity gaps in promotion rates	80%	71%	100%	67%
Routinely checks for and acts to close gender and race/ethnicity gaps in turnover rates	80%	71%	100%	67%
Targeted leadership development opportunities (e.g., mentoring, coaching, etc.) are designed to increase diversity in higher-level positions within the organization	79%	67%	100%	67%
Leadership development opportunities are specifically tailored for women and people of color	71%	100%	38%	33%
Develops strategies to ensure diversity in suppliers, contractors, etc.	67%	86%	80%	–
Mentoring programs for women and people of color	62%	83%	60%	0%
Employee affinity groups/ERGs exist in the organization (e.g., employee resource networks, which are groups formed around an aspect of diversity)	63%	67%	50%	75%
Sponsorship programs for women and people of color	53%	57%	80%	0%
Routinely checks for and acts to close gender and race/ethnicity gaps in performance ratings	57%	43%	75%	67%
Programs with a focus on global/international diversity exist in the organization	57%	20%	83%	100%
People managers are held accountable for diversity-related tasks or outcomes in the performance management process	31%	20%	60%	0%
Bonus/incentive pay for management is linked to the achievement of organizational diversity goals	31%	50%	20%	0%
Diversity awareness is celebrated in the form of different cultural events (e.g., Black History Month, Hispanic Heritage Month, etc.)	--	--	--	--

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

The 2022 NAMIC AIM survey collected data on the frequency with which responding organizations engage in 18 key diversity practices (see Figure 33). The most common practices are:

- Aligning diversity strategy with business goals and objectives (94%)
- Conducting surveys of employee attitude/satisfaction/engagement related to organizational diversity and inclusion (93%)
- Routinely reviewing and acting upon employee attitude/satisfaction/engagement survey responses by gender and race/ethnicity (93%)
- Routinely checking for and acting to close gender and race/ethnicity gaps in hiring rates (87%)
- Conducting diversity-related community outreach (82%)
- Routinely checking for and acting to close gender and race/ethnicity gaps in promotion rates (80%)
- Providing targeted leadership development opportunities designed to increase diversity in higher-level positions within the organization (79%).

The least common diversity-related practices employed by responding organizations are:

- Holding people managers accountable for diversity-related tasks or outcomes in the performance management process (31%)
- Linking bonus/incentive pay for management to the achievement of organizational diversity goals (31%)
- Routinely checking for and acting to close gender and race/ethnicity gaps in performance ratings (57%)
- Providing programs with a focus on global/international diversity within the organization (57%).

Looking at key diversity practices by sector, the 2022 NAMIC AIM survey shows the following:

All MSOs surveyed engage in the following key diversity practices:

- Providing leadership development opportunities specifically tailored for women and people of color (100%).

All programmers surveyed engage in the following key diversity practices:

- Aligning diversity strategy with business goals and objectives (100%)
- Conducting surveys of employee attitude/satisfaction/engagement related to organizational diversity and inclusion (100%)
- Routinely reviewing and acting upon employee attitude/satisfaction/engagement survey responses by gender and race/ethnicity (100%)
- Routinely checking for and acting to close gender and race/ethnicity gaps in hiring rates (100%)
- Routinely checking for and acting to close gender and race/ethnicity gaps in promotion rates (100%)
- Routinely checking for and acting to close gender and race/ethnicity gaps in turnover rates (100%)
- Providing targeted leadership development opportunities designed to increase diversity in higher-level positions within the organization (100%).

All suppliers surveyed engage in the following key diversity practices:

- Aligning diversity strategy with business goals and objectives (100%)
- Conducting surveys of employee attitude/satisfaction/engagement related to organizational diversity and inclusion (100%)
- Routinely reviewing and acting upon employee attitude/satisfaction/engagement survey responses by gender and race/ethnicity (100%)
- Routinely checking for and acting to close gender and race/ethnicity gaps in hiring rates (100%)
- Offering programs with a focus on global/international diversity (100%).

Figure 34: Organizations Providing Diversity and Inclusion Training

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Yes, provided diversity and inclusion training in 2021	87%	86%	80%	100%
No, did not provide diversity and inclusion training in 2021	13%	14%	20%	--

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Eighty-seven percent of organizations that responded to the NAMIC AIM survey provided diversity and inclusion training in 2021. Suppliers (100%) were more likely to provide training than were MSOs (86%) and programmers (80%) (see Figure 34).

Figure 35: Mandatory Versus Voluntary Diversity and Inclusion Training

		2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Executive/senior level officials and managers	Mandatory	62%	50%	100%	33%
	Voluntary	38%	50%	--	67%
First/mid-level officials and managers	Mandatory	62%	50%	100%	33%
	Voluntary	31%	50%	--	33%
Non-management employees	Mandatory	62%	43%	35%	33%
	Voluntary	23%	43%	--	33%

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Of the diversity and inclusion training offered in 2021, organizations had similar percentages of mandatory versus voluntary training across levels, with more than half reporting that training is mandatory for executives and senior-level managers, entry- and mid-level managers, and non-management employees (see Figure 35).

Figure 36: Training Format for Diversity and Inclusion

		2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Overall Workforce	In-person only	12%	14%	14%	--
	Web-based only	29%	17%	33%	67%
	Both	76%	86%	71%	67%

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Participating companies that provided diversity and inclusion training in 2021 were asked about the format used for their training (see Figure 36). More than three-quarters (76%) reported using both in-person and web-based training, while 29% used web-based only training, and 12% used in-person only training. Companies identifying as MSOs (86%) were more likely to provide both in-person and web-based training than programmers (71%) and suppliers (67%).

Figure 37. Organizations with Flexible Working Benefits

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Telecommuting on a part-time basis	93%	86%	100%	100%
Flextime	80%	86%	100%	33%
Telecommuting on a full-time basis	93%	83%	100%	100%
Compressed workweeks	50%	57%	50%	33%
Shift flexibility	73%	71%	100%	33%
Job sharing	21%	14%	50%	–
On-ramping for elder caregivers or parents re-entering workforce	29%	14%	75%	–

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

In the 2022 NAMIC AIM survey, participating organizations reported the following flexible working benefits in order of greatest to least (see Figure 37):

- **Flextime:** 93% of organizations report offering flextime. Suppliers and programmers (100%) are more likely to offer flextime than MSOs (86%).
- **Job sharing:** 21% of organizations report offering job sharing. Programmers (50%) are more likely to offer flextime than suppliers (0%) and MSOs (14%).
- **Part-time telecommuting:** 93% of organizations report offering telecommuting on a part-time basis. Suppliers (100%) are more likely than programmers and MSOs (86%).
- **Full-time telecommuting:** 59% of organizations report offering telecommuting on a full-time basis. Suppliers (100%) are more likely than MSOs (71%) and programmers (43%).
- **Compressed workweeks:** 50% of organizations report offering compressed workweeks. MSOs (50%) are more likely than programmers (50%) and suppliers (33%).
- **Shift flexibility:** 73% of organizations report offering shift flexibility. Programmers (100%) are more likely to offer flextime than suppliers (33%) and MSOs (71%).
- **On-ramping for return:** Only 29% of organizations report offering on-ramping for elder caregivers or parents who are re-entering the workforce. While 75% of programmers offer this option, 14% of MSOs and no suppliers report offering on-ramping for returning workers.

AIM Findings

NAMIC actively monitors the use of policies and practices in the media, entertainment, and technology industries that support skill and leadership development for people of color. This section shows survey results related to advancement opportunities, leadership development opportunities, executive development opportunities, and resources used for development.

Figure 38. Advancement Opportunities

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Routinely check for and act to close gender and race/ethnicity gaps in promotion rates	80%	71%	100%	67%
Targeted leadership development opportunities (e.g., mentoring, coaching, etc.) are designed to increase diversity in higher-level positions within the organization	79%	67%	100%	67%
Leadership development opportunities that are specifically tailored for women and people of color	71%	100%	38%	33%
Mentoring programs for women and people of color	62%	83%	60%	0%
Sponsorship programs for women and people of color	53%	57%	80%	0%

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

For advancement opportunity strategies in the 2022 survey, participating organizations reported the following strategies for advancement opportunities in order of highest to lowest percentage (see Figure 38):

- **Equitable promotions:** 80% of organizations routinely check for and act to close gender and race/ethnicity gaps in promotion rates. Programmers (100%) are more likely than MSOs (71%) or suppliers (67%) to routinely check for and act to close gender and race/ethnicity gaps in promotion rates.
- **Leadership development programs:** 71% of participating organizations report that they have targeted leadership development opportunities designed to increase diversity at higher levels. MSOs (100%) are more likely than suppliers (33%) and programmers (38%) to have targeted leadership development opportunities that are designed to increase diversity in higher levels.
- **Tailored leadership programs:** 71% of organizations have leadership development opportunities specifically tailored for women and people of color. Companies identifying as MSOs (100%) are more likely than programmers (38%) or suppliers (33%) to have such leadership development opportunities specifically tailored for women and people of color.
- **Mentoring programs:** 62% of organizations have mentoring programs for women and people of color. Companies identifying as MSOs (83%) are more likely than are programmers (60%) or suppliers (0%) to have mentoring programs for women and people of color.

- **Sponsorship programs:** 53% of organizations have sponsorship programs for women and people of color. Programmers are most likely (80%) to have sponsorship programs for women and people of color, while suppliers reported 0% likelihood of having sponsorship programs for women and people of color.

Figure 39. Leadership Development Opportunities Tailored for People of Color

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Mentoring (i.e., a leader who helps an employee navigate their career, providing guidance for career choices and decisions)	70%	67%	100%	0%
Leadership coaching (i.e., a certified coach who provides 1:1 counseling)	40%	33%	67%	0%
Group coaching (i.e., a facilitated coaching environment amongst peers)	20%	17%	33%	0%
Classroom events (i.e., in-person training sessions)	60%	50%	100%	0%
e-Learning events (i.e., online training sessions)	60%	83%	33%	0%
Digital Acumen (i.e., automation, use of tools, etc.)	40%	50%	33%	0%
Conferences (i.e., externally hosted sessions)	80%	67%	100%	100%

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

In the 2022 NAMIC AIM survey, participating organizations reported the following leadership development opportunities tailored for people of color in order of highest to lowest percentage (see Figure 39):

- **Conferences:** 80% of participating organizations report that they offer conferences (i.e., externally hosted sessions) for people of color. Programmers (100%) and suppliers (100%) are more likely than are MSOs (67%) to offer conferences to people of color.
- **Mentoring:** 70% of participating organizations report that they offer mentoring (i.e., a leader who helps an employee navigate their career, providing guidance for career choices and decisions) to people of color. Programmers (100%) are more likely than are MSOs (67%) and suppliers (0%) to offer mentoring.
- **Classroom events:** 60% of survey respondents report offering classroom events (i.e., in-person training sessions) to people of color. Programmers (100%) are more likely than are MSOs (50%) and suppliers (0%) to offer mentoring.
- **e-Learning events:** 60% of participating organizations report offering e-learning events (i.e., online training sessions) to people of color. Companies identifying as MSOs (83%) are more likely than are programmers (33%) or suppliers (0%) to offer e-learning events.

- **Leadership coaching:** 40% of survey participants report offering leadership coaching (i.e., a certified coach who provides 1:1 counseling) to people of color. Programmers (67%) are more likely than are MSOs (33%) or suppliers (0%) to offer leadership coaching.
- **Digital acumen:** 40% of survey participants report offering digital acumen (i.e., automation, use of tools, etc.) to people of color. Companies identifying as MSOs (50%) are more likely than are programmers (33%) or suppliers (0%) to offer digital acumen.
- **Group coaching:** 20% of survey participants report offering group coaching (i.e., a facilitated coaching environment amongst peers) to people of color. Programmers (33%) are more likely than are MSOs (17%) or suppliers (0%) to offer digital acumen.

Figure 40: Qualifiers for Executive Development Programs for People of Color

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Available to all	43%	29%	40%	100%
High performers	29%	29%	40%	0%
High potentials	29%	29%	40%	0%
Requires nomination/sponsorship	43%	57%	40%	0%
Other (please specify)	7%	14%	0%	0%

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

In the 2022 NAMIC AIM survey, participating organizations reported the availability of executive development programs for people of color (see Figure 40). Forty-three percent of organizations make executive development programs available to all. Twenty-nine percent make executive development programs available to high performers, and another 29% make these programs available to high-potential people of color. Forty-three percent report requiring nomination/sponsorship to qualify for executive development programs.

Figure 41: External Resources Used to Develop Women and People of Color

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Coaching/ Training	8%	0%	20%	0%
Leadership Development Programs/Resources	38%	50%	40%	0%
Industry Programs	8%	17%	0%	0%
NAMIC/The WICT Network Resources	46%	50%	40%	50%

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

In the 2022 NAMIC AIM survey, organizations reported on external resources used to develop women and people of color (see Figure 41). Forty-six percent report using resources from NAMIC/The WICT

Network. Thirty-eight percent leverage external leadership development programs/resources. Eight percent of organizations offer external coaching/training resources, and another 8% use external industry programs to develop women and people of color.

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

Figure 42. Ways in which Organizations Support LGBTQ+ Employees in the Workplace

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Publicized commitment to LGBTQ+ employees	50%	60%	60%	0%
Employee affinity groups/ERGs	75%	80%	80%	50%
Supervisory training includes sexual orientation and gender identity as topics	67%	60%	80%	50%
Senior-level champion for LGBTQ+ hiring, development, and retention efforts	33%	40%	20%	50%
Targeted leadership development programs	25%	40%	20%	0%
Mentoring programs	33%	20%	60%	0%
Sponsorship programs	17%	20%	20%	0%

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Respondents to the 2022 survey supported LGBTQ+ employees in the workplace with the following services in order of highest to lowest percentage (see Figure 42):

- **Employee affinity groups:** 75% of organizations reported providing employee affinity groups/employee resource groups for LGBTQ+ employees. Companies identifying as MSOs (80%) and programmers (80%) were more likely to offer these groups than were suppliers (50%).
- **Training inclusion:** 67% of organizations reported providing supervisory training that includes sexual orientation and gender identity as topics. Companies identifying as MSOs (60%) were more likely to offer this training than were programmers (80%) and suppliers (50%).
- **Publicized commitment:** 50% of organizations reported providing a publicized commitment to LGBTQ+ employees. Programmers and MSOs (60%) were equally likely to offer this publicized commitment, but suppliers (0%) were not.
- **Senior-level champion:** 33% of organizations reported providing a senior-level champion for LGBTQ+ hiring, development, and retention efforts. Suppliers (50%) were more likely to offer senior-level champions than were MSOs (40%) and programmers (20%).

- **Mentoring programs:** 33% of organizations reported providing mentoring programs to LGBTQ+ employees. Programmers (60%) were more likely to offer mentoring than were MSOs (20%) and suppliers (0%).
- **Leadership development:** 25% of organizations reported providing targeted leadership development programs for LGBTQ+ employees. Companies identifying as MSOs (40%) were more likely to offer leadership development than were programmers (20%) and suppliers (0%).
- **Sponsorship programs:** 17% of organizations reported providing sponsorship programs to LGBTQ+ employees. Programmers and MSOs (20%) were equally likely to offer sponsorship programs, but suppliers (0%) were not.

Veterans Returning to Civil Service

Figure 43. Ways in which Organizations Support the Return of Veterans to the Civilian Workforce

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Public commitment to hire, train, and support veterans	83%	83%	80%	100%
Careers web site includes section on veteran recruitment	42%	67%	20%	0%
Senior-level champion for veteran hiring, development, and retention efforts	33%	50%	20%	0%
Employee affinity groups/ERGs	58%	67%	40%	100%
Dedicated recruiting team	33%	50%	20%	0%
Internal training program designed specifically for veterans	25%	17%	40%	0%
Mentoring programs	50%	67%	40%	0%
Sponsorship programs	8%	17%	0%	0%
Targeted leadership development programs	33%	33%	40%	0%

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Figure 43 illustrates that participating organizations offered the following services to support veterans returning to the civilian workforce in order of highest to lowest percentage:

- **Public commitment:** 83% of organizations reported providing a public commitment to hiring, training, and supporting veterans. Programmers (80%) were more likely to provide this public commitment than were MSOs (83%) and suppliers (100%).
- **Employee affinity groups:** 58% of organizations reported providing employee affinity groups/ERGs for veterans. Companies identifying as MSOs (67%) were more likely to offer these groups than were programmers (40%) and suppliers (100%).
- **Mentoring programs:** 50% of organizations reported providing mentoring programs to veterans. Companies identifying as MSOs (67%) were more likely to offer mentoring than programmers (40%) and suppliers (0%).
- **Careers website:** 42% of organizations reported providing a careers website that includes a section on veteran recruitment. Companies identifying as MSOs (67%) were more likely to offer website recruiting than were programmers (20%) and suppliers (0%).
- **Senior-level champion:** 33% of organizations reported providing a senior-level champion for veteran hiring, development, and retention efforts. Companies identifying as MSOs (50%) were more likely to offer senior-level champions than were programmers (20%) and suppliers (0%).
- **Dedicated recruiting team:** 33% of organizations reported providing a dedicated recruiting team for veterans. Companies identifying as MSOs (50%) were more likely to offer a dedicated recruiting team than were programmers (20%) and suppliers (0%).
- **Leadership development:** 33% of organizations reported providing targeted leadership development programs for veterans. Programmers (40%) and MSOs (33%) were equally likely to offer leadership programs, but suppliers (0%) were not.
- **Training program:** 18% of organizations reported providing an internal training program designed specifically for veterans. Programmers (29%) were more likely to offer a training program than were MSOs (14%) and suppliers (0%).
- **Sponsorship programs:** 6% of organizations reported providing sponsorship programs to veterans. Companies identifying as MSOs (14%) were more likely to provide sponsorship programs than programmers and suppliers (0%).

People with Disabilities

Figure 44. Ways in which Organizations Support People with Disabilities

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Public commitment to hire, train, and support people with disabilities	45%	67%	25%	0%
Careers web site includes section on recruitment for people with disabilities	36%	50%	25%	0%
Senior-level champion for hiring, development, and retention efforts for people with disabilities	45%	67%	25%	0%
Employee affinity groups/ERGs	73%	67%	75%	100%
Dedicated recruiting team	27%	33%	25%	0%
Sponsorship programs	9%	17%	0%	0%
Targeted leadership development programs	27%	33%	25%	0%
Internal training program designed specifically for people with disabilities	27%	33%	25%	0%
Mentoring programs	36%	17%	75%	0%

Note: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. Industry denotes the average of all respondents to this year's survey.

Figure 44 illustrates that participating organizations offered the following services to support people with disabilities in order of highest to lowest percentage:

- **Employee affinity groups:** 73% of organizations reported providing employee affinity groups/ERGs for people with disabilities. Companies identifying as suppliers (100%) were more likely to offer these groups than were MSOs (67%) and programmers (75%).
- **Public commitment:** 45% of organizations reported providing a public commitment to hiring, training, and supporting people with disabilities. Companies identifying as MSOs (67%) were more likely to provide this public commitment than were programmers (25%) and suppliers (0%).
- **Senior-level champion:** 45% of organizations reported providing a senior-level champion for hiring, development, and retention efforts for people with disabilities. Companies identifying as MSOs (67%) were more likely to offer senior-level champions than were programmers (25%) and suppliers (0%).

- **Careers website:** 36% of organizations reported providing a careers website that includes a section on recruiting people with disabilities. Companies identifying as MSOs (50%) were more likely to offer website recruiting than were programmers (25%) and suppliers (0%).
- **Mentoring programs:** 36% of organizations reported providing mentoring programs to veterans. Programmers (75%) were more likely to offer mentoring than were MSOs (17%) and suppliers (0%).
- **Dedicated recruiting team:** 27% of organizations reported providing a dedicated recruiting team for people with disabilities. Companies identifying as MSOs (33%) were more likely to offer a dedicated recruiting team than were programmers (25%) and suppliers (0%).
- **Leadership development:** 27% of organizations reported providing targeted leadership development programs for people with disabilities. Companies identifying as MSOs (33%) were more likely to offer leadership programs than were programmers (25%) and suppliers (0%).
- **Training program:** 27% of organizations reported providing an internal training program designed specifically for people with disabilities. Companies identifying as MSOs (33%) were more likely to offer training than were programmers (25%) and suppliers (0%).
- **Sponsorship programs:** 9% of organizations reported providing sponsorship programs to people with disabilities. Companies identifying as MSOs (17%) were more likely to provide sponsorship programs than were programmers and suppliers (0%).

Conclusions

The NAMIC AIM survey helps media, entertainment, and technology organizations in the industry set multi-ethnic diversity goals, institutionalize policies that promote diversity and inclusion, measure progress against goals, and achieve sustainable results. The 2021 data reveals important statistics that show progress and areas for opportunity to improve DEI, including:

- **People of color experienced a seven-percentage point reduction in workforce representation.**
Overall representation of people of color was 37%, which is a decrease from 44% in our last report in 2019. The greatest decreases were in the more junior-level professional and manager ranks at MSOs. Conversely, the percentages of people of color increased among participating programmers.
- **Women of color representation increased in all roles.**
The overall workforce of women of color increased 6 percentage points since the last survey in 2019. In addition, the percentage of women of color increased in professional positions (eight percentage points), manager positions (eight percentage points), executive/senior manager positions (three percentage points), and Boards of Directors (six percentage points). This is particularly significant as the pandemic disproportionately impacted employment for women of color.
- **Recruitment of people of color was above 50% but was lower than in the 2019 survey.**
More than half (52%) of job vacancies in 2021 within companies surveyed were filled by people of color. This is a decrease of 5 percentage points since the 2019 survey. Hiring rates for programmers exceeded the industry average by six percentage points. Having a diverse set of qualified candidates helps ensure the potential for diverse hires.
- **People of color were promoted at a higher level than the national average.**
People of color in the industry were promoted at a higher rate (14%) than the national average (10%). This is an important factor in the retention of people of color. When employees lack the opportunity and support to move upward within an organization, they tend to leave the company.
- **People of color were retained at a higher level than the national average.**
The voluntary turnover rate for people of color was 6% for the industry, significantly 14 percentage points less than the national average. Of note, media, entertainment, and technology companies were able to retain their valuable employees during the Great Resignation—a time when many workers left their jobs.

What You Can Do

To continue making a positive impact on DEI, we recommend organizations pursue several key practices.

- **Go beyond diversity and equity to achieve inclusion of people of color**
Inclusion is the degree to which employees feel supported, accepted, and empowered to make meaningful contributions, which plays a critical role in retaining talent. To create an inclusive environment, leaders must foster trust, collaboration, and open communication. As with other elements of DEI, data is integral to making progress. Establish a baseline by measuring your company's cultural inclusiveness through interviews, surveys, and focus groups. Workforce diversity can only be sustained if it is supported by an inclusive culture.
- **Retain employees of color**
If the Great Resignation has taught employers anything, it is to ensure their workers know they are valued. It is important to pay close attention to skilled workers who are at elevated risk of resigning, support workers who seek personal and professional meaning at work and build working relationships on a foundation of trust. Adopting these key practices will lead to greater retention and positive organizational outcomes.⁵ Determine the drivers of retention within your company and how they differ for employees of color versus white employees.
- **Close promotion gaps for employees of color**
Representation for people of color increased between 2017 and 2019 survey data, but there was a decrease in retention and promotion during the same time period. Representation is closely linked to retention and promotion. Identify key experiences associated with promotion in your organization and review promotion decisions to close gaps for employees of color.
- **Embed diversity into hiring practices and policies**
For every open position, ensure that candidate pools are as diverse as possible and ensure hiring panels are also diverse. New and proactive recruiting strategies will help re-engage people of color who were disproportionately impacted by the pandemic. Offering competitive salaries, as well as flexible work accommodations (e.g., telecommuting and hybrid work schedules), will be important when recruiting people of color. Savvy organizations with a demonstrable commitment to DEI will ultimately benefit from an enormous and underutilized talent pool.
- **Offer more mentoring and sponsorship programs**
Diverse employees have historically benefitted from mentorship. Research has found that it can increase the confidence and satisfaction people of color and underrepresented groups feel in the workplace. In the 2022 survey, 62% of companies report offering mentoring programs for women and people of color, and 53% report offering sponsorship programs for these groups

⁵ Source: PwC, [Global Workforce Hopes and Fears Survey](#), 2022

(see Figure 33). People of color would benefit from increased mentorship and sponsorship opportunities.



Survey Methodology

The primary research methodology for this study was a survey of media, entertainment and technology companies. The survey consisted of 500+ quantitative and 130+ qualitative questions delivered via an online survey. In December 2021, an email invitation that included a hyperlink to register for the survey and begin uploading data was sent to companies in the industry. The survey was open for four months, with periodic reminders sent to non-respondents.

These efforts resulted in 18 companies completing the survey. Seven of these companies were operators, seven companies were programmers, and four companies were industry suppliers. Fourteen organizations participated in both the 2019 and 2022 PAR Initiative surveys and five organizations were new to the survey in 2022. This was the first year there were enough suppliers who responded to the survey that we could showcase supplier data.

Operators and programmers directly employ a little over 314,000 people in the United States. The 14 programmer and operator companies that responded to the survey represent more than 216,000 U.S. employees, or approximately 69% of this workforce, suggesting that the survey results are representative of the industry. In addition, the four suppliers that responded to the survey represent more than 36,000 U.S. employees.

Like the 2019 NAMIC AIM survey, the 2022 survey captured information on diversity at the highest leadership levels within the industry as well as the workforce dynamics—i.e., hires, promotions, and exits—of women in the industry. Data from PwC's Saratoga was used to generate national benchmarks. Saratoga is a benchmarking tool that covers more than 40 years of history and measurement from over 2,000 companies globally.

The 2022 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, or on leave of absence, excluding temporary/contingent employees and employees who reside and work outside the U.S. 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 the survey questions. Results were calculated based on the number of organizations that responded to a given question. While the survey was conducted in 2022, survey respondents were asked to report on 2021 workforce demographics, by gender and race/ethnicity, for a variety of job categories. This is consistent with how the surveys have historically

been conducted. Much of the data included in this 2022 report are labeled as 2021 data to emphasize the impact of the global pandemic.

About NAMIC

The National Association for Multi-ethnicity in Communications (NAMIC) is the premier organization focusing on cultural diversity, equity and inclusion in the media, entertainment, and technology industries. More than 4,000 professionals belong to a network of 18 chapters nationwide. Through initiatives that support leadership development, advocacy, and empowerment, NAMIC collaborates with industry partners to expand and nurture a workforce that reflects America’s cultural richness and diversity.

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About The Walter Kaitz Foundation

Since 1980, The Walter Kaitz Foundation has been actively working to advance diversity, equity and inclusion across the media and entertainment landscape. Its mission is achieved through providing targeted grants to key organizations within the industry, underwriting vital industry research, and supporting initiatives that promote diversity and inclusion in the workforce. The Foundation also contributes to the creative talent pipeline by collaborating with key stakeholders to ensure that underrepresented content creators have access and opportunity to bring diverse stories to the screen. Through its activities, the Foundation develops unique programs and initiatives designed to advance the conversation around equity and inclusion and facilitates collaboration between partners and benefactors that provide career-enhancing resources and opportunities to women and diverse professionals.

About PwC

PricewaterhouseCoopers (PwC) is a multinational professional services organization whose purpose is to build trust in society and solve important problems. With a network of firms in 155 countries, PwC has over 284,000 people who are committed to delivering quality and results in assurance, advisory and tax services.

PwC’s Saratoga is a benchmarking tool that covers 40+ years of history and measurement from over 2,000 companies globally to revolutionize the approach to HR data analysis. Through Saratoga, organizations can evaluate and derive insights from human resources data and gain access to industry metrics that can answer key questions related to workforce transformation.

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 coordinate 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.