

THE NÄMIC **AIM**

ADVANCEMENT INVESTMENT MEASUREMENT

2019

CABLE AND COMMUNICATIONS INDUSTRY MULTI-ETHNIC

Diversity
Report

NATIONAL ASSOCIATION FOR MULTI-ETHNICITY IN COMMUNICATIONS

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1.

ABOUT NAMIC

The National Association for Multi-ethnicity in Communications (NAMIC) is the premier organization focusing on cultural diversity, equity, and inclusion in the communications industry. More than 4,000 professionals belong to a network of 18 chapters nationwide. Through initiatives that target leadership development, advocacy, and empowerment, NAMIC collaborates with industry partners to expand and nurture a workforce that reflects the cultural richness of the populations served. Please visit www.namic.com or follow @NAMICNational on Twitter for more information about NAMIC and its many opportunities.

2.

INTRODUCTION

ABOUT THIS REPORT

This report details results of NAMIC's 2019 AIM (Advancement Investment Measurement) research survey. The NAMIC AIM provides a baseline of statistics on the status of multi-ethnic employment in the cable and communications industry. Now in its 10th wave, the biennial diversity survey is 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 Women in Cable Telecommunications (WICT) to create the 2019 NAMIC and WICT Cable and Communications Industry Workforce Diversity Survey, a combination of NAMIC's AIM survey and WICT's PAR (Pay Equity, Advancement Opportunities and Resources for Work/Life Integration) Initiative. The survey was conducted by Mercer as a third-party expert. The Walter Kaitz Foundation funded this project.

Findings from the NAMIC AIM 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 committed to crafting personal blueprints for career success and interested in becoming culturally competent leaders. In recent years, the research has influenced content of the Annual NAMIC 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.

ABOUT MERCER

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

ABOUT THE WALTER KAITZ FOUNDATION

The Walter Kaitz Foundation advances diversity, equity, and inclusion in the media and entertainment industry. The Foundation provides targeted grants to key organizations within the industry, supports vital industry research and initiatives that promote diversity and inclusion in the workforce, and collaborates with key stakeholders to procure diverse content curation. The Foundation also develops unique programs and initiatives designed to educate and facilitate collaboration between partners and benefactors that align with our mission. Please visit www.walterkaitz.org and subscribe to our newsletter to learn more about our organization.

3.

SURVEY METHODOLOGY

The primary research methodology for this study was a survey of cable and communications companies. The survey consisted of 53 quantitative and qualitative questions. In February 2019, an e-mail invitation that included a hyperlink to the survey was sent to companies in the industry.¹ The survey was open for nine weeks, with periodic reminders sent to those who had not yet responded. Twenty-one companies completed the survey: 11 programmers, 8 multi-system operators, and two industry suppliers. Sixteen organizations participated in both the 2017 and 2019 NAMIC AIM surveys, and five were new to the survey in 2019.

Cable programmers and operators directly employ about 325,000 people in the United States.² The 21 companies that responded to the survey comprise more than 245,000 U.S. employees, or approximately 75.5% of this workforce, suggesting that the survey results are representative of the industry.

Like the 2017 NAMIC AIM survey, the 2019 survey captured information on diversity at the highest leadership levels within the industry, and included data that enabled the creation of industry-wide Internal Labor Market (ILM) maps showing the workforce dynamics (i.e., hires, promotions, and exits) of people of color in the industry. For the first time, the survey also captured information on voluntary exits, to enhance understanding of turnover dynamics in the industry. All of this information was used to generate projections of how the representation of people of color at management levels can be expected to change over the next five and 10 years. Each survey participant received ILM maps and projections reflecting its organization.

Furthermore, information from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database was used to generate national representation benchmarks. The database provides aggregated information on the distribution of women and people of color by EEO-1 job classification for private employers with more than 100 employees. Data are available by geographic area and industry. For this study, the most recent available information was captured for all industries and for the Information sector (NAICS 51).³ The Information sector includes organizations involved in publishing (including software publishing), motion picture and sound recording, broadcasting, telecommunications, data processing and hosting, and other information services such as internet publishing and web search portals. Using the latter data, each survey participant received custom representation benchmarks reflective of the organization's largest work locations. For boards of directors, national benchmarks in

¹ Approximately 100 companies were invited to participate.

² The estimate of the total number of people directly employed in the industry was provided by Bortz Media & Sports Group, Inc. and does not include workforce estimates for suppliers.

³ More detail on the NAICS industry classification can be found at <http://www.census.gov/eos/www/naics/>.

this report came from the Spencer Stuart U.S. Board Index 2018 and denote representation on the boards of the largest 200 companies of the S&P 500 companies.

Finally, the survey captured diversity practices, commitment to diversity and inclusion in the industry, and 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 (both short-term and long-term disability), or on leave of absence. The figures in this report do not include temporary/contingent employees and employees who reside and work outside the United States and its territories. Hire rates, promotion rates, and turnover rates in this document refer to rates at the Staff level and above (i.e., Staff, Professionals, Managers, and Executives/Senior Managers), and exclude Blue-Collar workers. Young professionals include employees who were born on or after January 1, 1983. People of color include those classified as Hispanic/Latino, African American/Black, Native Hawaiian/Pacific Islander, Asian, American Indian/Alaska Native, or Two or More Races. Not all survey participants responded to all of the survey questions. Results were calculated based on the number of organizations that responded to a given question.

The survey was conducted in 2019. Respondents were asked to report on 2018 workforce demographics by gender and race/ethnicity for a variety of job categories. In keeping with how survey results have historically been reported, survey data included in this report are labeled as 2019 data.

4.

EXECUTIVE SUMMARY: 2019 NAMIC AIM HIGHLIGHTS

This executive summary highlights key findings from the 2019 NAMIC AIM industry diversity survey. The findings reflect the responses of 21 participating organizations: 11 programmers, eight multi-system operators, and two industry suppliers. Collectively, these 21 companies employ more than 245,000 people.

Key Highlights⁴

- Industry representation of people of color exceeds the national benchmark at all levels, with the exception of boards of directors, where representation is on par with the national benchmark (Figure 1). The most notable differences are for Executives and Professionals, where industry representation outpaces the national benchmark by 11 percentage points and seven percentage points, respectively.

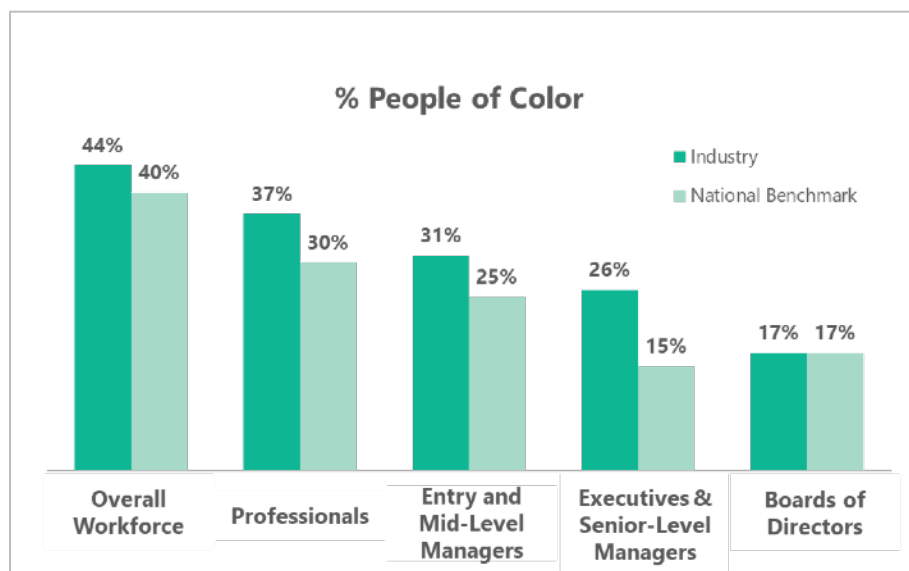


Figure 1. Representation of People of Color: Industry and National Benchmark.

⁴ The national benchmark referenced in this section is for all industries.

- Representation of people of color compares favorably to the national benchmark for both operators and programmers, with all figures on par or exceeding the benchmark. The exception is with boards of directors for operators and the overall workforce for programmers (Figure 2).

% People of Color	National Benchmark	Industry	Multi-System Operators	Programmers
Boards of Directors	17%	17%	14%	20%
Executives/Sr. Managers	15%	26%	16%	32%
Managers	25%	31%	31%	30%
Professionals	30%	37%	33%	43%
Overall Workforce	40%	44%	45%	39%

Figure 2. Representation of People of Color: National Benchmark, Industry, Multi-System Operators, Programmers.

- Representation of people of color in the industry has increased over the past two years. A look at the 16 organizations that participated in both the 2017 and 2019 surveys (i.e., “survey-over-survey” participants) shows that representation increased at all levels, with percentage point increases ranging from 0.5 to 3.3 (Figures 3-5). The largest gains were among operators, which experienced increases of one percentage point or more across every level examined.

Industry Change in People of Color Representation <i>Survey-over-survey participants only (2019, 2017)</i>			
Level	2019	2017	Percentage Point (%pt) Change
Boards of Directors ⁵	16.8%	15.3%	+1.5
Executives/Sr. Managers ⁶	28.4%	25.1%	+3.3
Managers	31.5%	28.7%	+2.8
Professionals	37.5%	35.3%	+2.2

● Increase of 1 %pt or more ● Less than 1 %pt increase ● Decrease

Figure 3. Industry Survey-over-Survey (2017, 2019) Representation of People of Color and Percentage Point Change in Representation of People of Color.

Operators Change in People of Color Representation <i>Survey-over-survey participants only (2019, 2017)</i>			
Level	2019	2017	Percentage Point (%pt) Change
Boards of Directors ⁵	18.9%	16.7%	+2.3
Executives/ Sr. Managers ⁶	16.0%	14.6%	+1.3
Managers	31.6%	28.3%	+3.3
Professionals	33.6%	31.4%	+2.1

● Increase of 1 %pt or more
● Less than 1 %pt increase
● Decrease

Figure 4. Operators Survey-over-Survey (2017, 2019) Representation of People of Color and Percentage Point Change in Representation of People of Color.

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

⁶ 15 companies were analyzed for the Executives/Sr. Managers survey-over-survey comparison due to missing information in 2017 for one company.

Programmers Change in People of Color Representation <i>Survey-over-survey participants only (2019, 2017)</i>			
Level	2019	2017	Percentage Point (%pt) Change
Boards of Directors ⁵	15.9%	14.6%	+1.2
Executives/ Sr. Managers ⁶	36.6%	36.1%	+0.5
Managers	31.0%	30.5%	+0.5
Professionals	46.1%	44.6%	+1.4

● Increase of 1 %pt or more
 ● Less than 1 %pt increase
 ● Decrease

Figure 5. Programmers Survey-over-Survey (2017, 2019) Representation of People of Color and Percentage Point Change in Representation of People of Color.

- A look at the 16 organizations that participated in both the 2017 and 2019 surveys (i.e., “survey-over-survey” participants) shows that representation of Asians in the industry has decreased at every level over the past two years (Figure 6). Representation of African American/Black and Hispanic/Latino employees has increased at every level.

Industry Percentage Point Change in Representation <i>Survey-over-survey participants only</i>			
Level	Asian	African American/Black	Hispanic/Latino
Boards of Directors ⁵	-0.5	+0.8	+0.5
Executives/Sr. Managers ⁶	-0.1	+0.2	+2.5
Managers	-0.2	+1.4	+1.2
Professionals	-0.3	+1.0	+1.0

● Increase of 1 %pt or more
 ● Less than 1 %pt increase
 ● Decrease

Figure 6. Industry Survey-over-Survey (2017, 2019) Percentage Point Change in Representation: Asian, African American/Black, Hispanic/Latino.

- As shown in the ILM Map in Figure 7, the overall industry hire rate for people of color exceeds the rate for whites by roughly 15 percentage points, while the total turnover rate is about 11 percentage points higher for people of color than for whites. Moreover, total turnover is higher for people of color than for whites at every career level. Voluntary turnover rates show a similar pattern, with people of color experiencing higher voluntary turnover rates at all levels except that of Manager. The overall promotion rate is lower for people of color compared to whites (1.4% versus 1.9%, respectively). The patterns for Young Professionals are similar, except for promotions, where the rate for whites (2.9%) is more than two times the rate for people of color (1.4%).

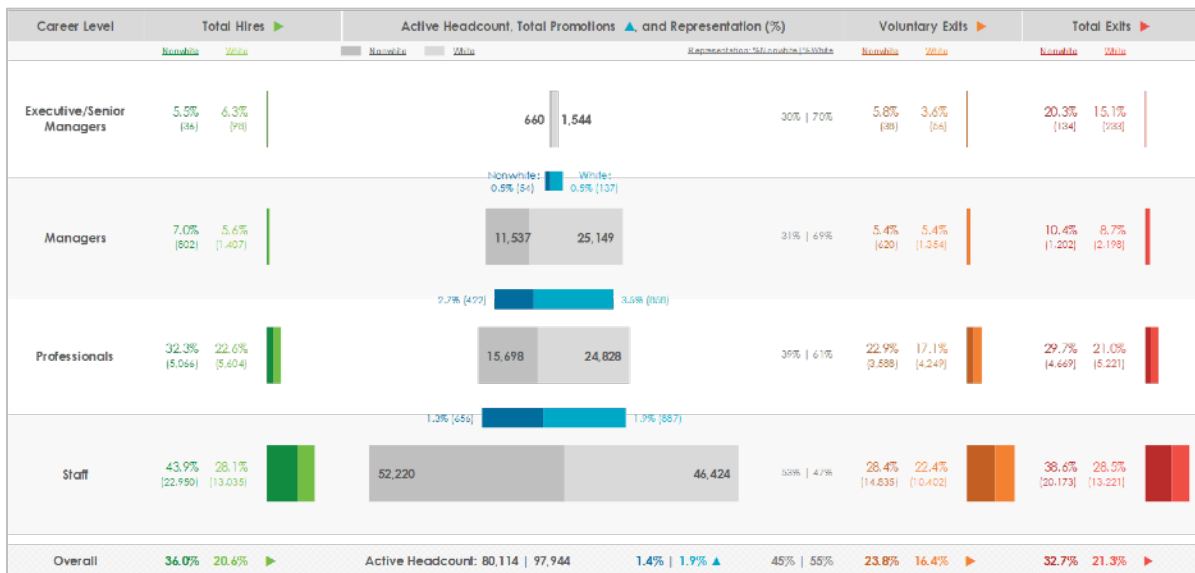


Figure 7. Internal Labor Market Map by Race/Ethnicity. The ILM map reflects 18 organizations that provided the information needed to create the map. The map excludes blue-collar workers.

- Projections indicate that if current workforce dynamics persist, the representation of people of color at the Manager level and above is expected to remain flat at 32% over the next 10 years (Figure 8). This outcome could be improved to 43% if organizations are able to retain, promote, and hire people of color at the same rates as their white counterparts. Similar patterns are observed among Young Professionals, with one major difference: representation of Young Professionals of color at management levels is projected to decrease by two percentage points (from 38% to 36%) if current workforce dynamics persist.

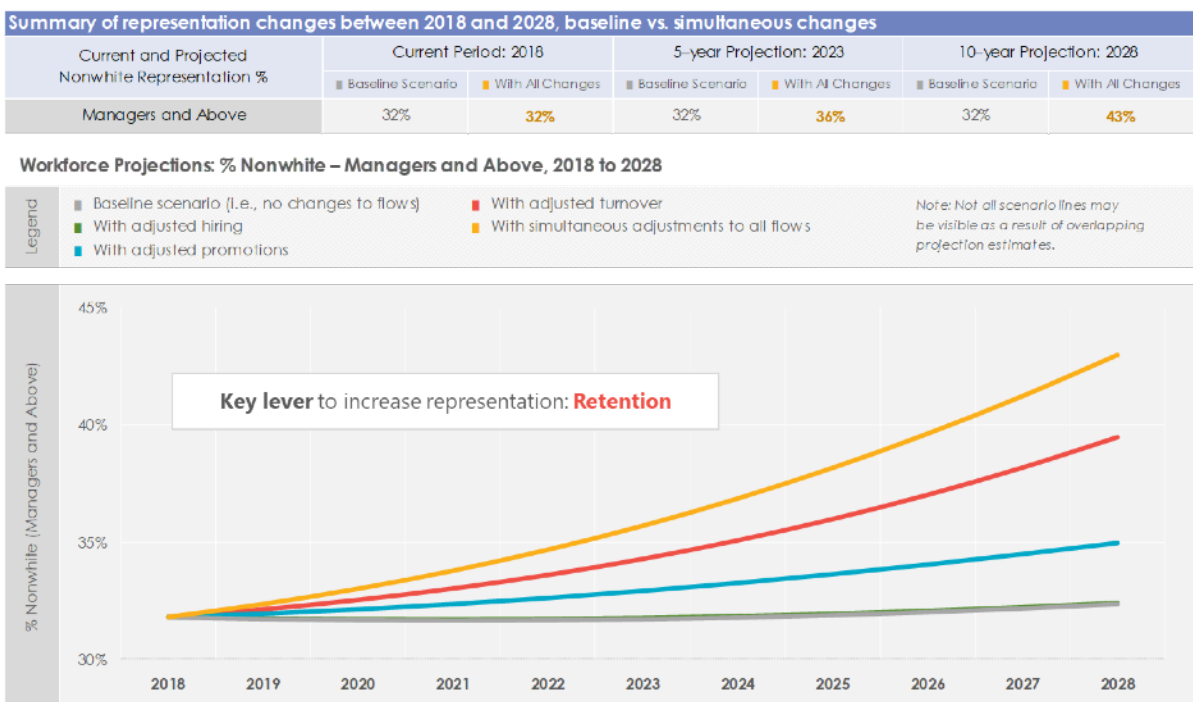


Figure 8. Internal Labor Market Projections: Representation of People of Color at the Executive and Manager Levels (2018-2026).

- ILM dynamics for operators are similar to overall industry dynamics, while the dynamics for programmers show less movement in terms of hires and exits. In terms of key levers to increase representation of people of color, retention is the most significant lever for both operators and programmers. The patterns observed for Young Professionals of color among operators mirror the patterns for operators overall. Similarly, the patterns observed for Young Professionals of color among programmers mirror the patterns for programmers overall.

5.

2019 INDUSTRY SCORECARD

Table 1
Employees of Color

	2019 Industry	2019 Multi-System Operators	2019 Programmers	National benchmark- All Industries	National benchmark- Information Sector	National benchmark- Telecomm Industry	National benchmark- Broadcasting Industry	Industry percentage point change from 2017*
All Employees	44%	45%	39%	40%	36%	40%	35%	+3.3
Professionals	37%	33%	43%	30%	36%	36%	31%	+2.2
Advertising Sales Employees	36%	35%	37%	-	-	-	-	+16.8
Call Center/ Customer Support Employees	56%	56%	-	-	-	-	-	+1.9
Creative and/or Content Development Employees	30%	23%	33%	-	-	-	-	-0.7
Digital Media Employees	41%	23%	46%	-	-	-	-	+15.2
Enterprise/Business-to-Business Sales and Support Employees	40%	40%	27%	-	-	-	-	+0.9
Technology Non-Management Employees	40%	40%	48%	-	-	-	-	+5.8

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers. National benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

Table 2
Managers of Color

	2019 Industry	2019 Multi-System Operators	2019 Programmers	National benchmark- All Industries	National benchmark- Information Sector	National benchmark- Telecomm Industry	National benchmark- Broadcasting Industry	Industry percentage point change from 2017*
Boards of Directors	17%	14%	20%	17%	-	-	-	+1.5
Executives and Senior-Level Managers	26%	16%	32%	15%	17%	16%	17%	+3.3
Entry- and Mid-Level Managers	31%	31%	30%	25%	28%	30%	31%	+2.8
Call Center/ Customer Support Management	38%	38%	-	-	-	-	-	+1.5
Technology Management	27%	27%	31%	-	-	-	-	-5.2

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers. With the exception of Boards of Directors, national benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database. For Boards of Directors, the national benchmark is from the Spencer Stuart U.S. Board Index 2018 and denotes the representation of people of color on the boards of the largest 200 S&P 500 companies.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

6.

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.

BOARDS OF DIRECTORS

Looking at the members of Boards of Directors of the participating companies, 17% are people of color (see Table 2). The figure is lower for multi-system operators (14%) than for programmers (20%). Overall, industry and programmer numbers meet or exceed the proportion of people of color on boards at the largest 200 S&P 500 companies (17%). At the same time, representation of people of color for multi-system operators falls short of the national benchmark. Examination of the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys (“survey-over-survey” participants) reveals that the representation of people of color on Boards of Directors increased by 1.5 percentage points over the past two years.

Across the participating organizations, Asians constitute 3% of Boards of Directors, which is one percentage point lower than the representation of Asians on Boards of Directors at the largest 200 S&P 500 companies (see Table 3). African Americans/Blacks account for 9% of Boards of Directors at surveyed organizations, which is on par with the representation of African Americans/Blacks on Boards of Directors at the largest 200 S&P 500 companies. Hispanics/Latinos make up 4% of Boards of Directors at participating companies, which is on par with the representation of Hispanics/Latinos on Boards of Directors at the largest 200 S&P 500 companies.

Table 3
Boards of Directors: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	National benchmark	Industry percentage point change from 2017*
American Indian/Alaska Native	1%	0%	1%	-	+0.7
Asian	3%	5%	2%	4%	-0.1
African American/Black	9%	6%	13%	9%	+0.4
Hispanic/Latino	4%	3%	5%	4%	-0.2
Native Hawaiian/Pacific Islander	0%	0%	0%	-	0.0
Two or More Races	0%	0%	0%	-	0.0
White	83%	86%	80%	83%**	-0.8

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers. The national benchmark is from the Spencer Stuart U.S. Board Index 2018 and denotes the representation of people of color on the boards of the largest 200 S&P 500 companies.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

**Includes non-US directors.

EXECUTIVES AND SENIOR-LEVEL MANAGERS

According to the 2019 NAMIC AIM survey, 26% of Executives and Senior-level Managers in the industry are people of color (see Table 2): 16% for multi-system operators and 32% for programmers. These figures equal or exceed the national benchmarks, which range from 15%-17%, with the overall industry and programmer figures exceeding the national benchmarks. For survey-over-survey participants, the overall representation of people of color among Executives and Senior-level Managers increased by 3.3 percentage points over the past two years.

A look at the representation of Executives and Senior-level Managers of color for the different racial/ethnic groups shows that Asians and African Americans/Blacks constitute 4% and 5% of Executives and Senior-level Managers respectively, while Hispanics/Latinos comprise 16% of Executives and Senior-level Managers (see Table 4). The figures for Asians and African Americans/Blacks are comparable to the national benchmarks, which range from 4%-9% for Asians and 2%-6% for African Americans/Blacks. The figures for Hispanics/Latinos exceed the national benchmarks, which range from 4%-6%.

Table 4
Executives and Senior-Level Managers: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	National benchmark- All Industries	National benchmark- Information Sector	National benchmark- Telecomm Industry	National benchmark- Broadcasting Industry	Industry percentage point change from 2017*
American Indian/Alaska Native	0%	0%	0%	0%	0%	0%	0%	0.0
Asian	4%	3%	4%	6%	9%	7%	4%	-0.6
African American/Black	5%	7%	4%	3%	2%	3%	6%	-0.3
Hispanic/Latino	16%	4%	22%	4%	4%	5%	6%	+2.9
Native Hawaiian/Pacific Islander	0%	0%	0%	0%	0%	0%	0%	0.0
Two or More Races	1%	1%	1%	1%	1%	1%	1%	+0.5
White	74%	84%	68%	85%	83%	84%	83%	-2.5

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent.

Industry results include operators, programmers, and suppliers. National benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

ENTRY- AND MID-LEVEL MANAGERS

The 2019 NAMIC AIM survey results show that 31% of Entry- and Mid-level Managers are people of color (see Table 2). Thirty-one percent of multi-system operator employees and 30% of programmer employees in Entry- and Mid-level Managers are people of color. This is comparable to the national benchmarks, which range from 25%-31%, with operators exceeding the benchmarks. Looking at the survey-over-survey participants, the representation of people of color among Entry- and Mid-level Managers increased over the past two years by 2.8 percentage points.

Across all participating organizations, representation of Asians in Entry- and Mid-level Manager roles is 5% (see Table 5). This figure is below the national benchmarks, which range from 6%-12%. Hispanics/Latinos constitute 11% of those in Entry- and Mid-level Manager roles. This figure is higher than the national benchmarks, which range from 7%-9%. The representation of African Americans/Blacks in Entry- and Mid-level Manager jobs is 13%, which is higher than the national benchmarks (7%-10%).

Table 5
Entry- and Mid-Level Managers: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	National benchmark- All Industries	National benchmark- Information Sector	National benchmark- Telecomm Industry	National benchmark- Broadcasting Industry	Industry percentage point change from 2017*
American Indian/ Alaska Native	0%	0%	0%	0%	0%	0%	0%	0.0
Asian	5%	4%	8%	7%	12%	9%	6%	-0.2
African American/ Black	13%	15%	9%	7%	6%	10%	9%	+1.4
Hispanic/ Latino	11%	10%	12%	8%	7%	9%	9%	+1.2
Native Hawaiian/ Pacific Islander	0%	0%	0%	0%	0%	0%	0%	0.0
Two or More Races	2%	2%	1%	1%	2%	2%	2%	+0.3
White	69%	69%	70%	75%	72%	70%	74%	-2.8

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent.

Industry results include operators, programmers, and suppliers. National benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

PROFESSIONALS

According to the 2019 NAMIC AIM survey results, 37% of Professionals in the industry are people of color (see Table 1). This figure exceeds the national benchmarks, which range from 30%-36%. For multi-system operators, 33% of Professionals are people of color, which is comparable to the national benchmarks. For programmers, 43% of Professionals are people of color, which exceeds national benchmarks. Based on the survey-over-survey participants, the representation of people of color among Professionals increased by 2.2 percentage points over the past two years.

Looking at the different racial and ethnic groups, African Americans/Blacks constitute 12% of Professionals across the participating organizations (see Table 6), which is higher than the range of the national benchmarks (6%-10%). Hispanics/Latinos represent 14% of Professionals, exceeding the national benchmarks, which range from 7%-11%. Asians represent 9% of Professionals. This figure is comparable to the national benchmarks, which range from 7%-20%.

Table 6

Professionals: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	National benchmark - All Industries	National benchmark - Information Sector	National benchmark - Telecomm Industry	National benchmark- Broadcasting Industry	Industry percentage point change from 2017*
American Indian/Alaska Native	0%	0%	0%	0%	0%	0%	0%	0.0
Asian	9%	9%	9%	13%	20%	16%	7%	-0.3
African American / Black	12%	13%	10%	8%	6%	10%	10%	+1.0
Hispanic / Latino	14%	9%	22%	7%	7%	8%	11%	+1.0
Native Hawaiian / Pacific Islander	0%	0%	0%	0%	0%	0%	0%	0.0
Two or More Races	2%	2%	2%	2%	2%	2%	2%	+0.6
White	63%	67%	57%	70%	64%	64%	69%	-2.2

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and suppliers. National benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

PEOPLE OF COLOR IN KEY CABLE INDUSTRY JOBS

The 2019 survey captured information on the representation of people of color in key cable industry jobs. Data were collected for individual contributors and managers in the following areas:

Individual contributor jobs:

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

Manager jobs:

- Call Center/Customer Support Management
- Technology Management

Among the six individual contributor jobs examined, people of color have the highest representation in Call Center/Customer Support jobs (56%) (see Table 1). Representation of people of color drops off for the other five individual contributor jobs, ranging from a low of 30% for Creative and/or Content Development jobs to a high of 41% for Digital Media employees. Across five of the six individual contributor jobs examined, the representation of people of color increased since 2017 for the survey-over-survey participants. Most notably, the representation of people of color in Advertising Sales and Digital Media increased by 16.8 and 15.2 percentage points respectively, over the past two years. The representation of people of color declined for Creative and/or Content Development by 0.7 percentage points for the survey-over-survey participants. For the two managerial roles examined (see Table 2), people of color have the highest representation in Call Center/Customer Support Management jobs (38%), and the least representation in Technology Management jobs (27%). The representation of people of color for survey-over-survey participants increased over the past two years for Call Center/Customer Support Management jobs (+1.5 percentage points) and decreased for Technology Management jobs (-5.2 percentage points).

Individual Contributor Jobs

Advertising Sales. Across participating organizations, 36% of Advertising Sales employees in the industry are people of color (see Table 1). Since the 2017 survey, the survey-over-survey participants experienced a 16.8 percentage point increase in the representation of people of color among Advertising Sales employees. People of color have higher representation among programmers (37%) than among multi-system operators (35%). Looking at the representation of people of color for the different racial/ethnic groups (see Table 7), African Americans/Blacks represent 12% of Advertising Sales employees; Asians represent 4%; and those in the Two or More Races category represent 2% of Advertising Sales employees. For the survey-over-survey participants, African American/Blacks experienced a 6.4 percentage point increase over the past two years. The category Two or More Races experienced a 2.4 percentage point decrease.

Table 7
Advertising Sales: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	Industry percentage point change from 2017*
White	64%	65%	63%	-16.8
People of Color	36%	35%	37%	+16.8
American Indian/ Alaska Native	0%	0%	0%	-0.1
Asian	4%	3%	4%	+0.6
African American/ Black	12%	20%	5%	+6.4
Hispanic/Latino	N/R	N/R	N/R	N/R
Native Hawaiian/ Pacific Islander	N/R	N/R	N/R	N/R
Two or More Races	2%	2%	2%	-2.4

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

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

N/R: Some companies appear to have misreported information for Hispanic/Latino and Native Hawaiian/Pacific Islander. Therefore, these figures are not reported.

Call Center/Customer Support. Fifty-six percent of Call Center/Customer Support employees in the industry are people of color (see Table 1). The survey-over-survey participants experienced an increase of 1.9 percentage points in the representation of people of color since the 2017 survey. At 37%, African Americans/Blacks had the highest level of representation among Call Center/Customer support employees (see Table 8). Those in the Two or More Races category constitute 4% of Call Center/Customer Support employees, while Asians constitute 2%. These results are primarily reflective of multi-system operators. For the survey-over-survey participants, African Americans/Blacks experienced an increase of 1.8 percentage points in representation over the past two years.

Table 8

Call Center/Customer Support: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	Industry percentage point change from 2017*
White	44%	44%	-	-1.9
People of Color	56%	56%	-	+1.9
American Indian/ Alaska Native	0%	0%	-	0.0
Asian	2%	2%	-	-0.1
African American/ Black	37%	37%	-	+1.8
Hispanic/Latino	N/R	N/R	-	N/R
Native Hawaiian/ Pacific Islander	N/R	N/R	-	N/R
Two or More Races	4%	4%	-	+0.3

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

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

N/R: Some companies appear to have misreported information for Hispanic/Latino and Native Hawaiian/Pacific Islander. Therefore, these figures are not reported.

Creative or Content Development. Across survey participants, 30% of Creative or Content Development employees are people of color (see Table 1). This figure is 23% for multi-system operators and 33% for programmers. The survey-over-survey participants experienced a 0.7 percentage point decrease in the representation of people of color in creative and/or content development jobs over the past two years. Looking at representation across the different racial and ethnic groups, 9% are African Americans/Blacks, 4% are Asian, and 2% are in the category of Two or More Races (see Table 9).

Table 9
Creative and/or Content Development: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	Industry percentage point change from 2017*
White	70%	77%	67%	+0.7
People of Color	30%	23%	33%	-0.7
American Indian/ Alaska Native	0%	0%	0%	0.0
Asian	4%	2%	4%	+0.1
African American/ Black	9%	9%	9%	+0.2
Hispanic/Latino	N/R	N/R	N/R	N/R
Native Hawaiian/ Pacific Islander	N/R	N/R	N/R	N/R
Two or More Races	2%	2%	2%	+0.1

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent.

Industry results include operators, programmers, and suppliers.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

N/R: Some companies appear to have misreported information for Hispanic/Latino and Native Hawaiian/Pacific Islander. Therefore, these figures are not reported.

Digital Media. Currently, 41% of Digital Media employees at participating companies are people of color (see Table 1). The figure is higher for multi-system operators (46%) than for programmers (23%). Survey-over-survey participants experienced a 15.2 percentage point increase in the representation of people of color in Digital Media jobs over the past two years. Asians and African Americans/Blacks each account for 8% of Digital Media employees (see Table 10).

Table 10

Digital Media: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	Industry percentage point change from 2017*
White	59%	77%	54%	-15.2
People of Color	41%	23%	46%	+15.2
American Indian/ Alaska Native	0%	0%	0%	+0.1
Asian	8%	9%	8%	+0.4
African American/Black	8%	5%	9%	-0.6
Hispanic/Latino	N/R	N/R	N/R	N/R
Native Hawaiian/ Pacific Islander	N/R	N/R	N/R	N/R
Two or More Races	3%	1%	3%	+0.4

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent.

Industry results include operators, programmers, and suppliers.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

N/R: Some companies appear to have misreported information for Hispanic/Latino and Native Hawaiian/Pacific Islander. Therefore, these figures are not reported.

Enterprise/Business-to-Business Sales and Support. For participating organizations, 40% of Enterprise/Business-to-Business Sales and Support employees are people of color (see Table 1). Survey-over-survey participants experienced a 0.8 percentage point increase in the representation of people of color in these roles. The representation of people of color in Enterprise/Business-to-Business Sales and Support positions is lower for programmers (27%) than for multi-system operators (40%). The primary racial/ethnic group represented is African American/Black at 18% (see Table 11). For survey-over-survey participants within each racial/ethnic group, representation has remained stable (within roughly one percentage point).

Table 11

Enterprise/Business-to-Business Sales and Support: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	Industry percentage point change from 2017*
White	60%	60%	73%	-0.9
People of Color	40%	40%	27%	+0.9
American Indian/ Alaska Native	0%	1%	0%	+0.1
Asian	4%	4%	4%	+0.3
African American/ Black	18%	18%	12%	+1.1
Hispanic/Latino	N/R	N/R	N/R	N/R
Native Hawaiian/ Pacific Islander	N/R	N/R	N/R	N/R
Two or More Races	3%	3%	2%	+0.4

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

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

N/R: Some companies appear to have misreported information for Hispanic/Latino and Native Hawaiian/Pacific Islander. Therefore, these figures are not reported.

Technology Non-Management. Forty percent of Technology Non-Managers are people of color (see Table 1). For survey-over-survey participants, the percentage of Technology Non-Managers who are people of color increased by 5.8 percentage points since 2017. Representation of people of color in Technology Non-Manager roles is higher for programmers (48%) than for multi-system operators (40%). Among people of color, African Americans/Blacks have the highest representation in Technology Non-Manager roles at 16%, followed by Asians at 4% (see Table 12). The category of Two or More Races currently represents 2% of Technology Non-Managers.

Table 12

Technology Non-Management: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	Industry percentage point change from 2017*
White	60%	60%	52%	-5.8
People of Color	40%	40%	48%	+5.8
American Indian/Alaska Native	1%	1%	0%	0.0
Asian	4%	4%	14%	-1.2
African American Black	16%	15%	23%	+3.0
Hispanic/Latino	N/R	N/R	N/R	N/R
Native Hawaiian/Pacific Islander	N/R	N/R	N/R	N/R
Two or More Races	2%	2%	2%	+0.7

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent.

Industry results include operators, programmers, and suppliers.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

N/R: Some companies appear to have misreported information for Hispanic/Latino and Native Hawaiian/Pacific Islander. Therefore, these figures are not reported.

Management Jobs

Call Center/Customer Support Management. Thirty-eight percent of Call Center/Customer Support Management employees in the industry are people of color (see Table 2). Survey-over-survey participants experienced a 1.5 percentage point increase in the representation of people of color in these roles over the past two years. African Americans/Blacks currently represent 20% of Call Center/Customer Support Managers (see Table 13). Asians represent 4% of Call Center/Customer Support Managers. These results are primarily reflective of multi-system operators. For survey-over-survey participants, African Americans/Blacks experienced a decrease in representation of 0.6 percentage points over the past two years, while Asians and the category of Two or More Races experienced increases of 1.1 percentage points and 1.0 percentage point, respectively.

Table 13

Call Center/Customer Support Management: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	Industry percentage point change from 2017*
White	62%	62%	-	-1.5
People of Color	56%	56%	-	+1.5
American Indian/ Alaska Native	0%	0%	-	+0.1
Asian	4%	4%	-	+1.1
African American/ Black	20%	20%	-	-0.6
Hispanic/Latino	N/R	N/R	-	N/R
Native Hawaiian/ Pacific Islander	N/R	N/R	-	N/R
Two or More Races	3%	3%	-	+1.0

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent.

Industry results include operators, programmers, and suppliers.

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

N/R: Some companies appear to have misreported information for Hispanic/Latino and Native Hawaiian/Pacific Islander. Therefore, these figures are not reported.

Technology Management. Twenty-seven percent of Technology Managers are people of color (see Table 2). The representation of people of color among Technology Managers decreased by 5.2 percentage points since 2017 for survey-over-survey participants. The representation of people of color for programmers (31%) is higher than that for multi-system operators (27%). African Americans/Blacks represent 10% of Technology Managers (see Table 14). Asians represent 4% of Technology Managers. For survey-over-survey participants, African Americans/Blacks and Asians experienced a 2.5 percentage point and a 1.6 percentage point decrease in representation over the past two years, respectively.

Table 14
Technology Management: Race/Ethnicity

	2019 Industry	2019 Multi-System Operators	2019 Programmers	Industry percentage point change from 2017*
White	73%	73%	69%	+5.2
People of Color	27%	27%	31%	-5.2
American Indian/ Alaska Native	1%	1%	0%	0.0
Asian	4%	3%	14%	-1.6
African American/ Black	10%	10%	9%	-2.5
Hispanic/Latino	N/R	N/R	N/R	N/R
Native Hawaiian/ Pacific Islander	N/R	N/R	N/R	N/R
Two or More Races	1%	1%	2%	-0.1

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

*Industry trends are calculated based on the 16 organizations that participated in both the 2017 and 2019 NAMIC AIM surveys.

N/R: Some companies appear to have misreported information for Hispanic/Latino and Native Hawaiian/Pacific Islander. Therefore, these figures are not reported.

7.

INTERNAL LABOR MARKET MAPS AND PROJECTIONS

Like the 2017 NAMIC AIM survey, the 2019 survey captured information that enabled the creation of industry-wide Internal Labor Market (ILM) maps showing the workforce dynamics — i.e., hire rates, promotion rates, and exit rates — of people of color in the industry. New this year, the survey captures both voluntary exits and total exits instead of only total exits. This information was used to generate projections of how the representation of people of color at executive and management levels can be expected to change over the next 10 years.

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

ILM maps are “system-at-a-glance” descriptive summaries of key aspects of an organization’s workforce dynamics. The maps display where people are and how they move according to career levels in the organization. Career levels represent major points of career advancement within the organization. Each career level typically has a different level of responsibility, authority, job scope, and pay. The ILM map depicts headcount at each career level, entry into career levels from the outside (via hiring) versus from below (via promotions), and departures from the organization.

ILM maps can help an organization understand the proportion of employees at each career level in the following ways: the extent to which an organization is “buying” talent (via hiring) or “building” talent (via promotion), and whether this aligns with the organization’s talent strategy; whether there is sufficient velocity or movement in the system to motivate employees; and whether there are career “choke points” or bottlenecks. ILM maps can also be used to depict the flow of diverse talent throughout an organization.

The ILM map in Figure 9 depicts the flow of talent in 2018 throughout the organizations that participated in the 2019 NAMIC AIM survey and paints a picture of the workforce dynamics within the industry.⁷ The ILM map has four career levels: Executives/Sr. Managers; Managers; Professionals; and Staff.⁸ The horizontal bars in the center of the map represent 2018 headcount at each career level.⁹ The longer the

⁷ The ILM map reflects 18 organizations that provided the information needed to create the map.

⁸ The Blue-Collar career level has not been included.

⁹ Headcount is the average of the number of full-time employees on December 31, 2017 and December 31, 2018.

bar is, the more people in a career level. The shape of the ILM map shows that the bulk of employees in the industry are located at the Staff level (~55%), with fewer people at the Professional level (~23%) and Manager level (~21%), and few at the Executive/Sr. Manager level (~1%).

The blue bars between career levels indicate 2018 promotion rates.¹⁰ There is limited upward mobility out of the Staff level (1.6% promotion rate), more movement from the Professional level to the Manager level (3.1% promotion rate), and limited movement into the Executive/Sr. Manager level (0.5% promotion rate). The green bars on the left-hand side of the map indicate the 2018 hire rate at each career level.¹¹ Hire rates are higher at lower levels, suggesting that the primary ports of entry into the industry are at the Staff and Professional levels. The orange bars and the red bars on the right-hand side of the map indicate the 2018 voluntary exit rate and total exit rate, respectively, at each career level.¹² As is typically the case with organizations and industries, voluntary and total exit rates are higher at lower levels of the career hierarchy.

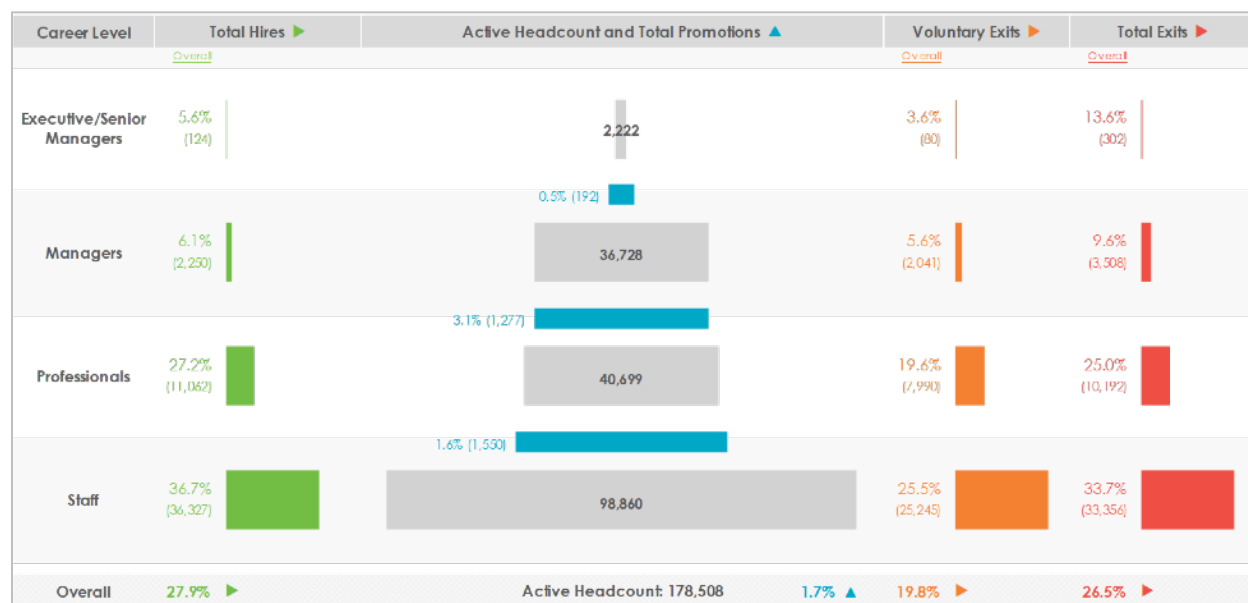


Figure 9. Internal Labor Market Map. The ILM map reflects 18 organizations that provided the information needed to create the map. The map excludes blue-collar workers.

The ILM map in Figure 10 shows the flow of Young Professionals throughout the industry in 2018.¹³ Similar to the overall industry ILM map, the shape of the ILM map for Young Professionals shows that the bulk of Young Professional employees in the industry are located at the Staff level (~69%), with considerably fewer at the

¹⁰ Promotion rate is the number of promotions from one level to the next, divided by the headcount in the originating level.

¹¹ Hire rate is the number of hires into a level, divided by the headcount at that level.

¹² Voluntary exit rate is the number of voluntary exits at each level, divided by the headcount at that level. Total exit rate is the number of total exits at each level, divided by the headcount at that level.

¹³ Young Professionals comprise employees born on or after January 1, 1983. The ILM map for Young Professionals reflects 17 organizations that provided the information needed to create the map. The Blue-Collar career level has not been included.

Professional level (~21%) and Manager level (~10%), and few at the Executive/Sr. Manager level (<1%).

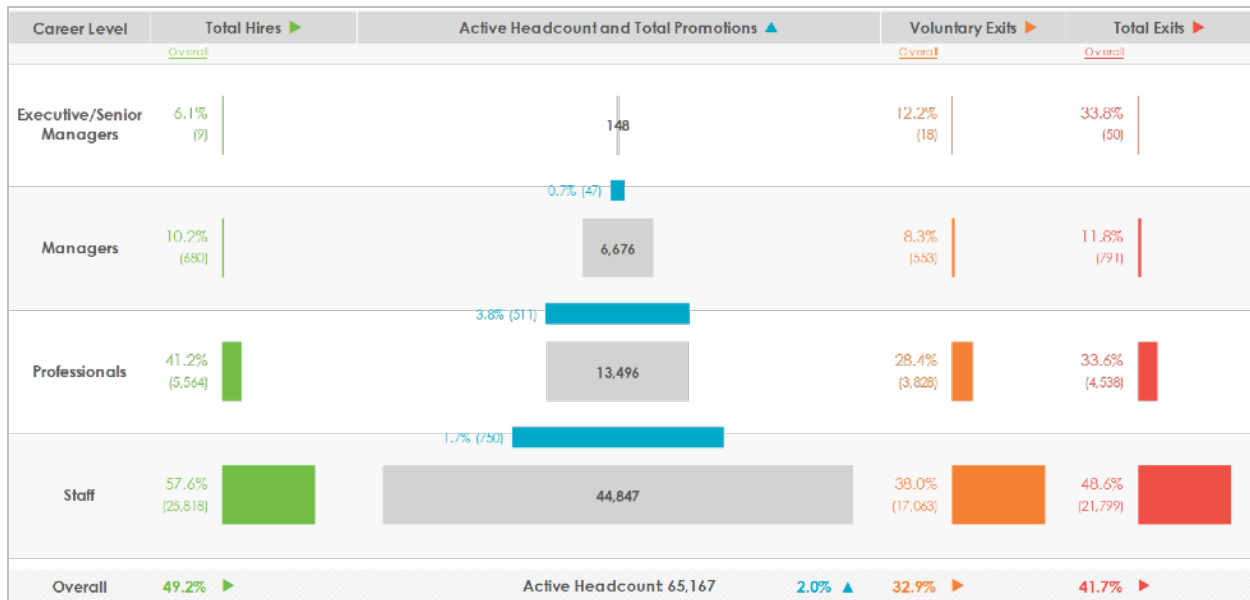


Figure 10. Young Professional Internal Labor Market Map. The ILM map reflects 17 organizations that provided the information needed to create the map. The map does not include blue-collar workers.

The ILM map in Figure 11 depicts the flow of talent throughout the industry by race/ethnicity.¹⁴ The dark grey portion of the bar represents the number of employees of color in each career level, while the light grey portion represents the number of white employees in each career level. The pair of percentages in grey text to the right of the grey bars show the representation of employees of color (on the left) and white employees (on the right). The representation of people of color declines as one moves up the career hierarchy, from 53% at the Staff level to 30% at the Executive/Sr. Manager level. The map also depicts promotion rates from one career level to the next for employees of color versus white employees. Across the responding organizations, promotion rates are lower for people of color as compared to whites, except into the Executive/Sr. Manager level, where the promotion rate for employees of color is the same as that of white employees (0.5%). However, hire rates favor people of color in all levels except for the Executive/Senior Manager level, indicating industry efforts to improve the representation of people of color via recruiting efforts. These efforts are most visible at the Staff level, where the hire rate for people of color (43.9%) is higher than the rate for white employees (28.1%). Total turnover rates are higher for people of color at every career level. Voluntary turnover rates show a similar pattern, with people of color experiencing higher voluntary turnover rates at all but the Manager level.

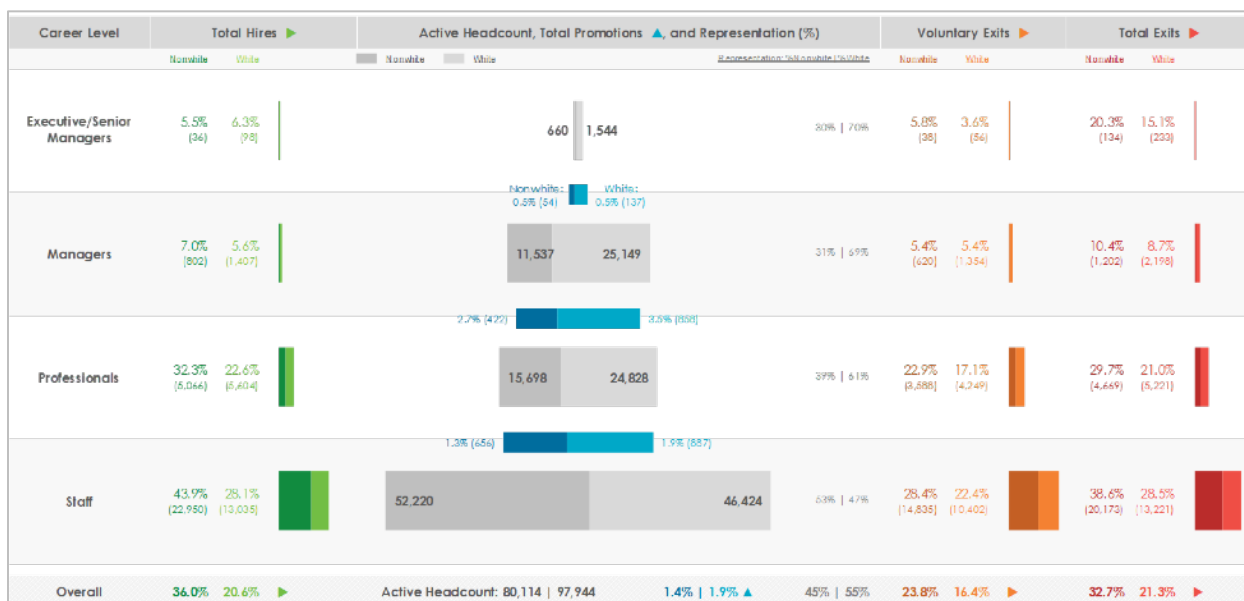


Figure 11. Internal Labor Market Map by Race/Ethnicity. The ILM map reflects 18 organizations that provided the information needed to create the map. The map does not include blue-collar workers.

¹⁴ The ILM map by minority status reflects 18 organizations that provided the information needed to create the map. The Blue-Collar career level has not been included.

For Young Professionals, the ILM map by race/ethnicity in Figure 12 displays similar patterns as the overall ILM map, with decreasing representation of people of color as employees move up the career hierarchy, hire rates that favor people of color, and promotion and exit rates that favor white employees.¹⁵ Of note, the overall promotion rate for whites (2.9%) is more than two times the rate for people of color (1.4%).

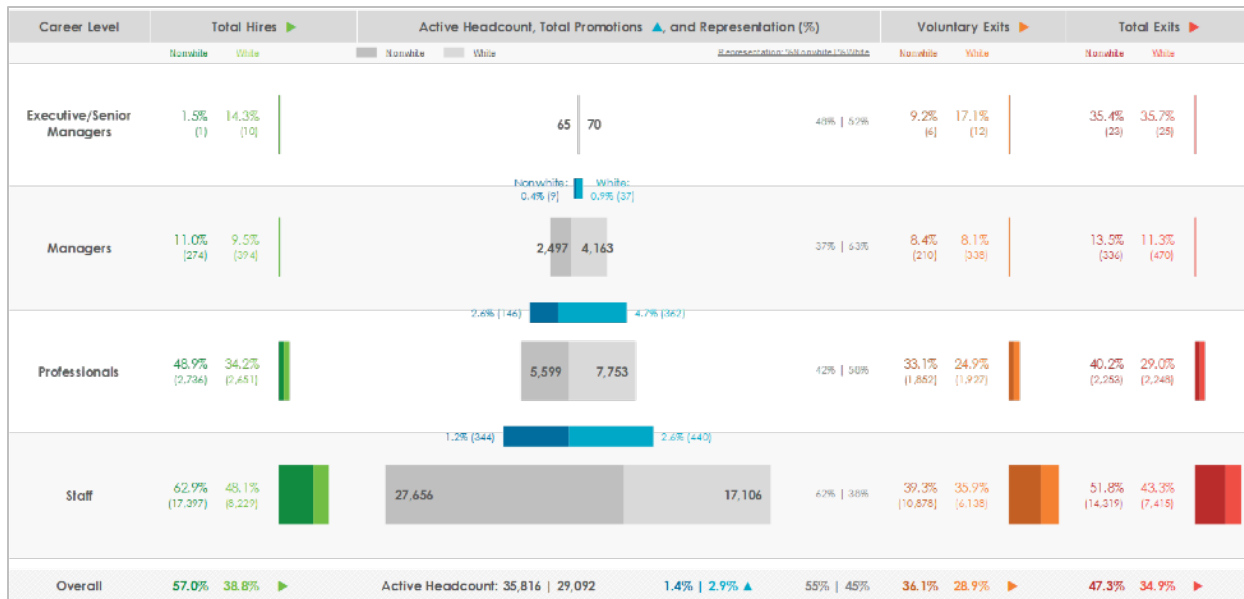


Figure 12. Young Professional Internal Labor Market Map by Race/Ethnicity. The ILM map reflects 17 organizations that provided the information needed to create the map. The map does not include blue-collar workers.

¹⁵ The Young Professional ILM map by minority status reflects 17 organizations that provided the information needed to create the map. The Blue-Collar career level has not been included.

MULTI-SYSTEM OPERATORS

The ILM map in Figure 13 shows the flow of talent in 2018 throughout the participating multi-system operators.¹⁶ The majority of employees are located at the Staff level (~61%), with about 19% at the Professional level and 20% at the Manager level. Less than 1% of employees are at the Executive/Sr. Manager level. Similar to what we saw for the overall ILM map for the industry, upward movement out of the Staff level at multi-system operators is limited (1.4% promotion rate), with more movement from the Professional level to the Manager level (3.4% promotion rate). Moves into the Executive/Sr. Manager level are rare (0.2% promotion rate). Moreover, hire rates and exit rates are higher at lower levels of the career hierarchy, except at the Executive/Senior Manager level where the hire rate (5.9%) and exit rate (11.1%) are higher than corresponding rates at the Manager level.

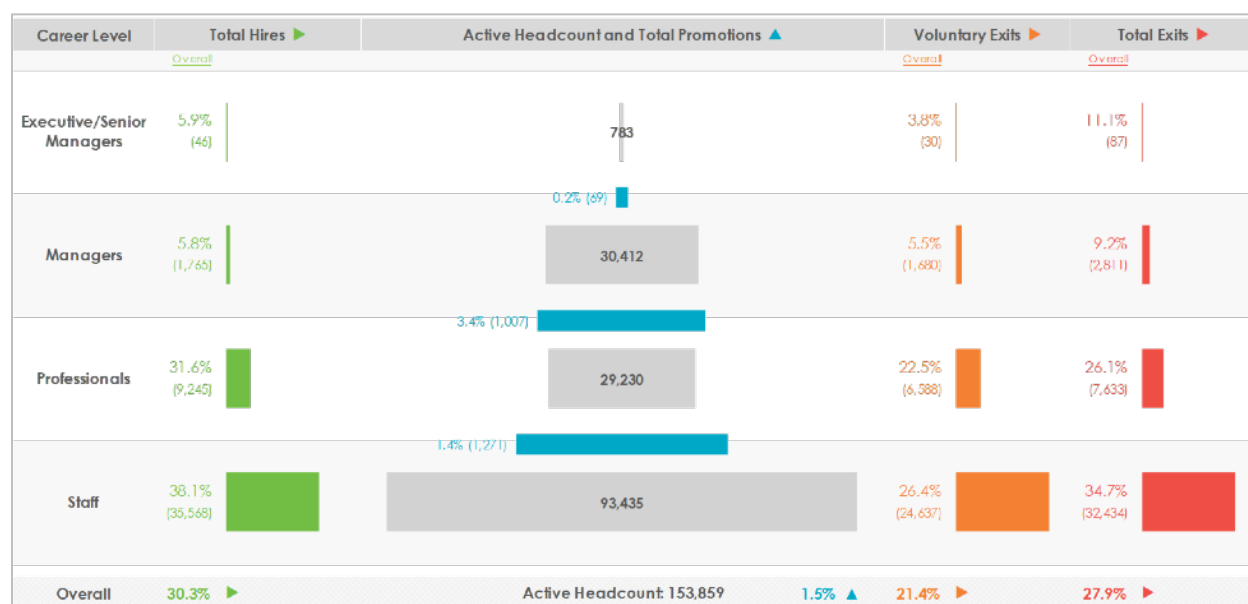


Figure 13. Internal Labor Market Map for Multi-System Operators. The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The map does not include blue-collar workers.

¹⁶ The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The Blue-Collar career level has not been included.

Figure 14 shows the Young Professional ILM map for multi-system operators in 2018.¹⁷ Similar to the overall multi-system operators ILM map, the shape of the Young Professional ILM map shows that the bulk of Young Professional employees among multi-system operators are located at the Staff level (~76%), with fewer Young Professionals at the Professional level (~15%) and Manager level (~9%), and few at the Executive/Sr. Manager level (<1%).

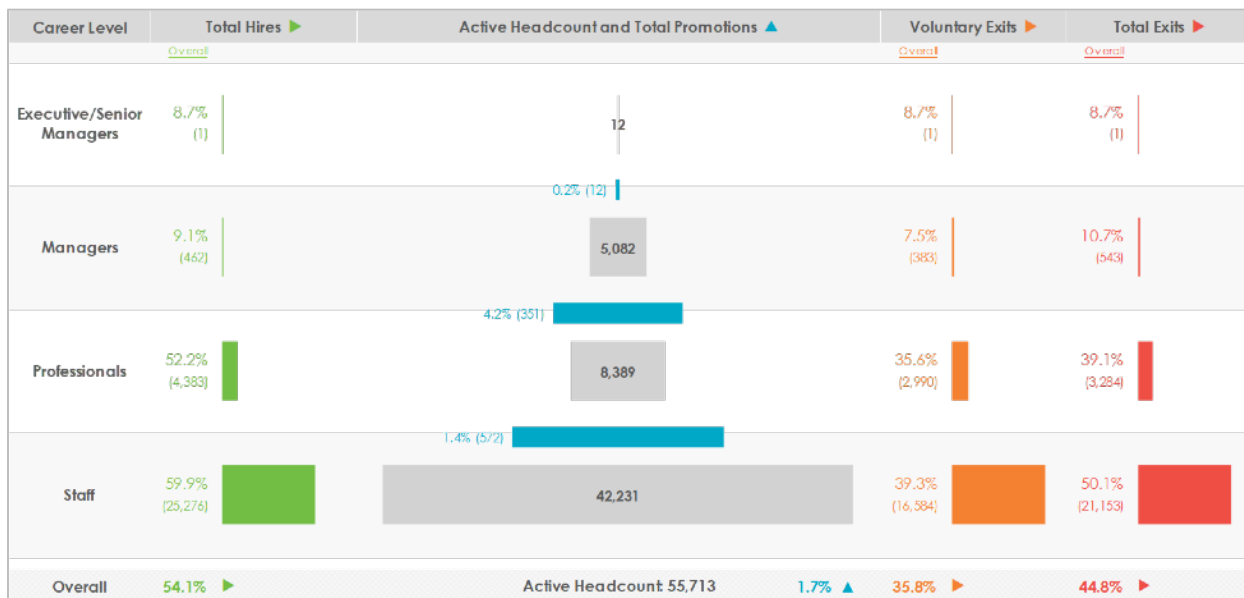


Figure 14. Young Professional Internal Labor Market Map for Multi-System Operators. The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The map does not include blue-collar workers.

¹⁷ The young professional ILM map reflects 8 multi-system operators that provided the information needed to create the map. The Blue-Collar career level has not been included.

The ILM map in Figure 15 depicts the flow of employees of color and white employees in 2018 for multi-system operators.¹⁸ The map shows that the representation of employees of color is lower at higher career levels, ranging from 54% at the Staff level to 16% at the Executive/Sr. Manager level. Hire rates are greater for employees of color as compared to white employees at all levels. The promotion rate for employees of color is lower than the promotion rate for white employees at each career level. Moreover, across all levels total exit rates are higher for employees of color than for white employees.

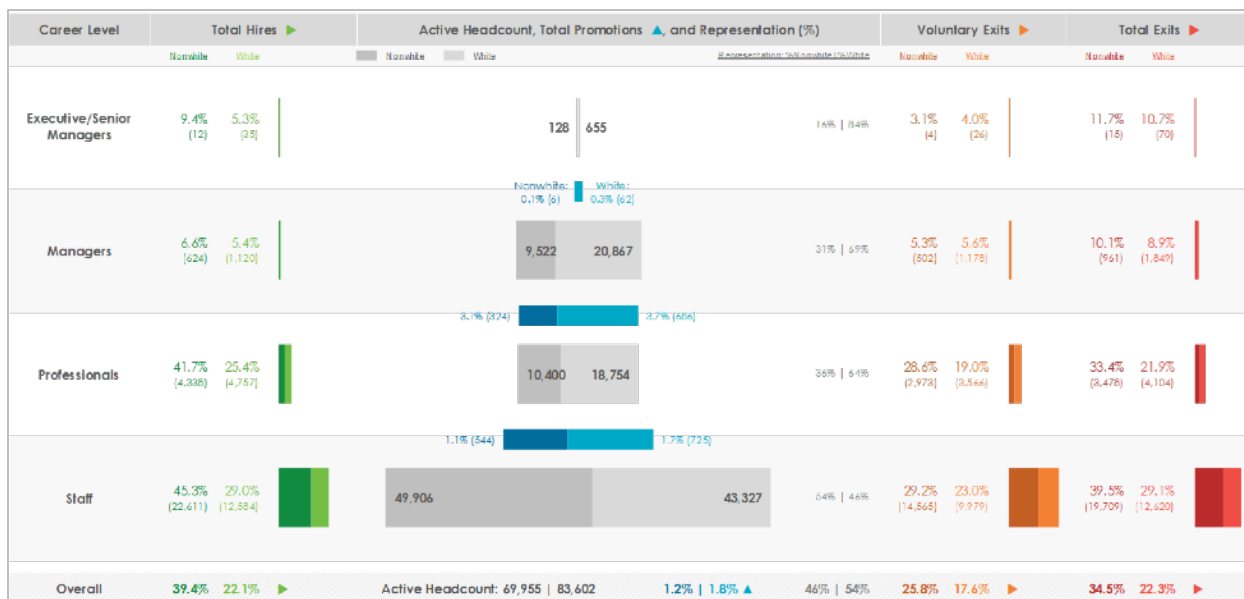


Figure 15. Internal Labor Market Map for Multi-System Operators by Race/Ethnicity. The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The map does not include blue-collar workers.

¹⁸ The ILM map by minority status reflects 8 multi-system operators that provided the information needed to create the map. The Blue-Collar career level has not been included.

Figure 16 contains the 2018 Young Professional ILM map for multi-system operators by race/ethnicity.¹⁹ The ILM map patterns of the Young Professionals by race/ethnicity are similar to those observed among the overall multi-system operators by race/ethnicity, except at the Executive/Senior Managers level where hire rates, promotion rates, and exit rates for Young Professional people of color are zero. For all other levels, hire rates and exit rates tend to be higher for Young Professional people of color, while promotion rates are lower.

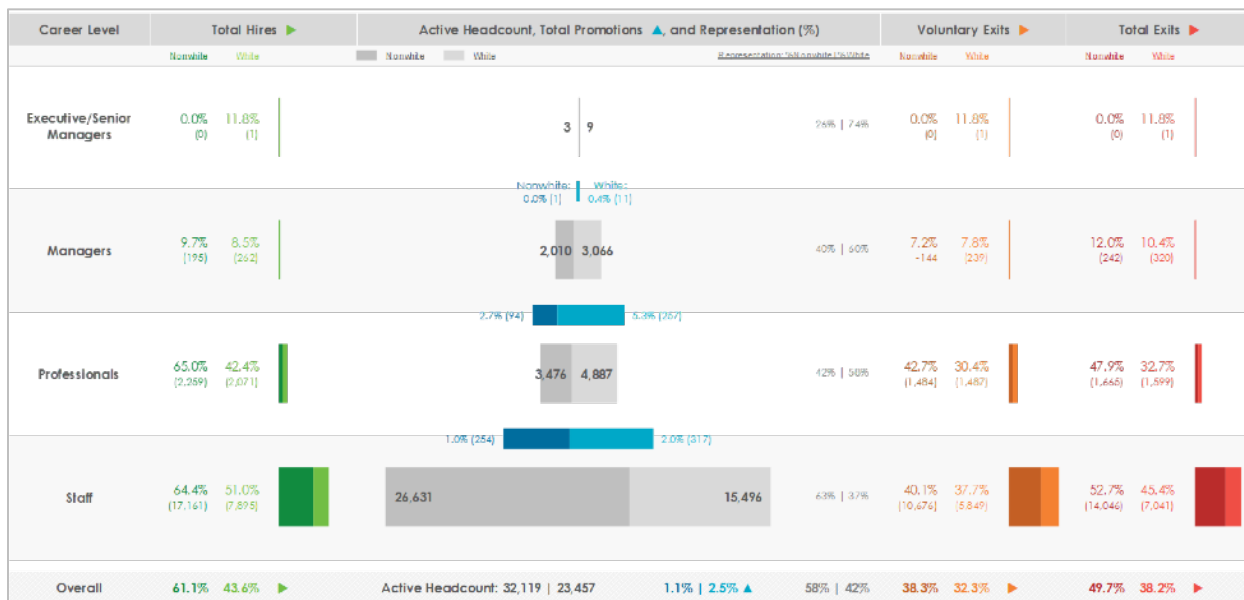


Figure 16. Young Professional Internal Labor Market Map for Multi-System Operators by Race/Ethnicity. The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The map does not include blue-collar workers.

¹⁹ The young professional ILM map by minority status reflects 8 multi-system operators that provided the information needed to create the map. The Blue-Collar career level has not been included.

PROGRAMMERS

The ILM map in Figure 17 shows the flow of talent in 2018 throughout the participating programming organizations.²⁰ Unlike the ILM map for the industry overall and the ILM map for multi-system operators, the largest career level for programmers is the Professional level (~46%) rather than the Staff level. The Staff level among programmers contains roughly 23% of employees and the Manager level contains about 27%. The remaining employees are at the Executive/Sr. Manager level (~4%). Moreover, unlike the overall ILM map and the multi-system operators ILM map where upward movement out of the Staff level is limited, for programmers, the promotion rate out of the Staff level into the Professional level is higher than the promotion rates in more senior levels of the hierarchy.

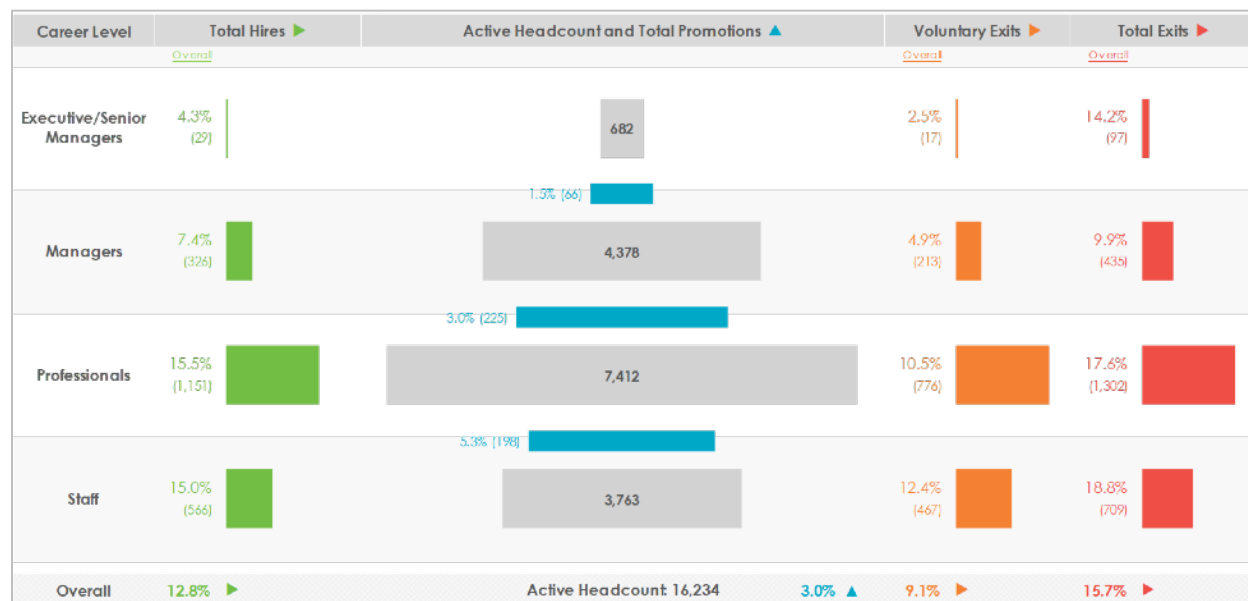


Figure 17. Internal Labor Market Map for Programmers. The ILM map reflects 9 programmers that provided the information needed to create the map. The map does not include blue-collar workers.

²⁰ The ILM map reflects 9 programmers that provided the information needed to create the map. The Blue-Collar career level has not been included.

Figure 18 shows that the ILM map for Young Professionals at programming organizations is similarly distributed when compared to the overall programmers ILM map, with the majority of the Young Professional workforce located at the Professional level (~52%).²¹ Also similar to the overall programmers ILM map, the promotion rates for Young Professionals at all levels among programmers are comparable, with the promotion rate into the Professional level higher than the promotion rate into other levels.

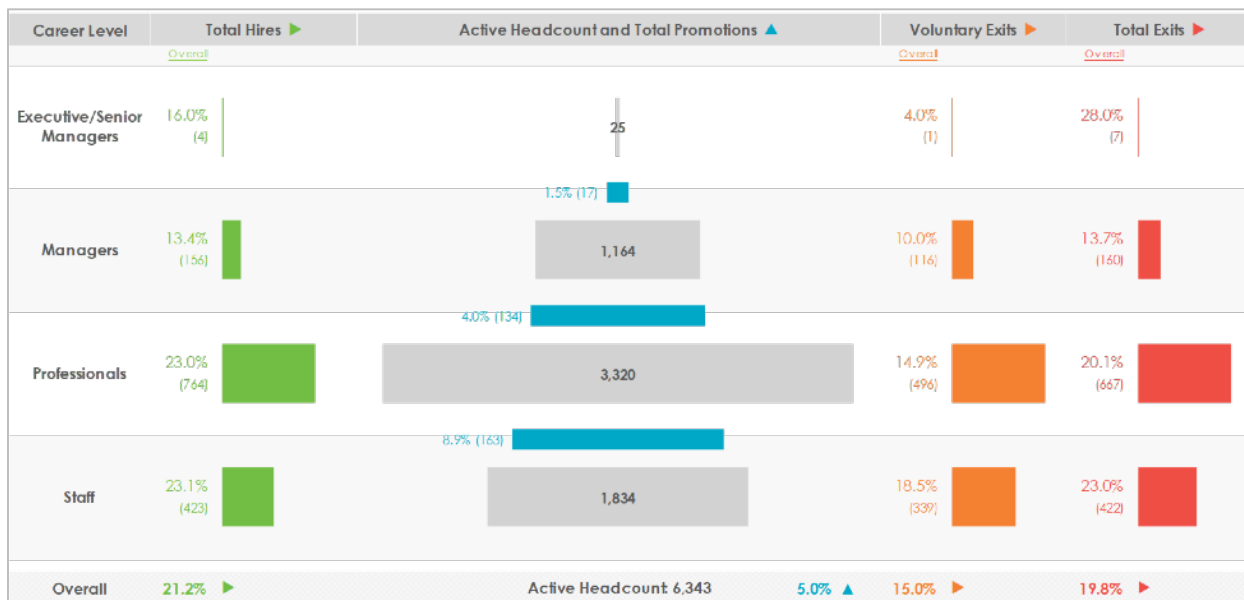


Figure 18. Young Professional Internal Labor Market Map for Programmers. The ILM map reflects 8 programmers that provided the information needed to create the map. The map does not include blue-collar workers.

²¹ The young professional ILM maps reflect 8 programmers that provided the information needed to create the map. The Blue-Collar career level has not been included.

The ILM map in Figure 19 illustrates the flow of employees of color and white employees for programmers in 2018.²² The representation of employees of color declines as employees move up the career hierarchy, ranging from 41% at the Staff level to 18% at the Executive/Sr. Manager level. The promotion rate at most levels is higher for white employees than for employees of color. The overall exit rate is higher for people of color as compared to white employees at all levels. The hire rate for employees of color exceeds the hire rate for white employees at all levels.

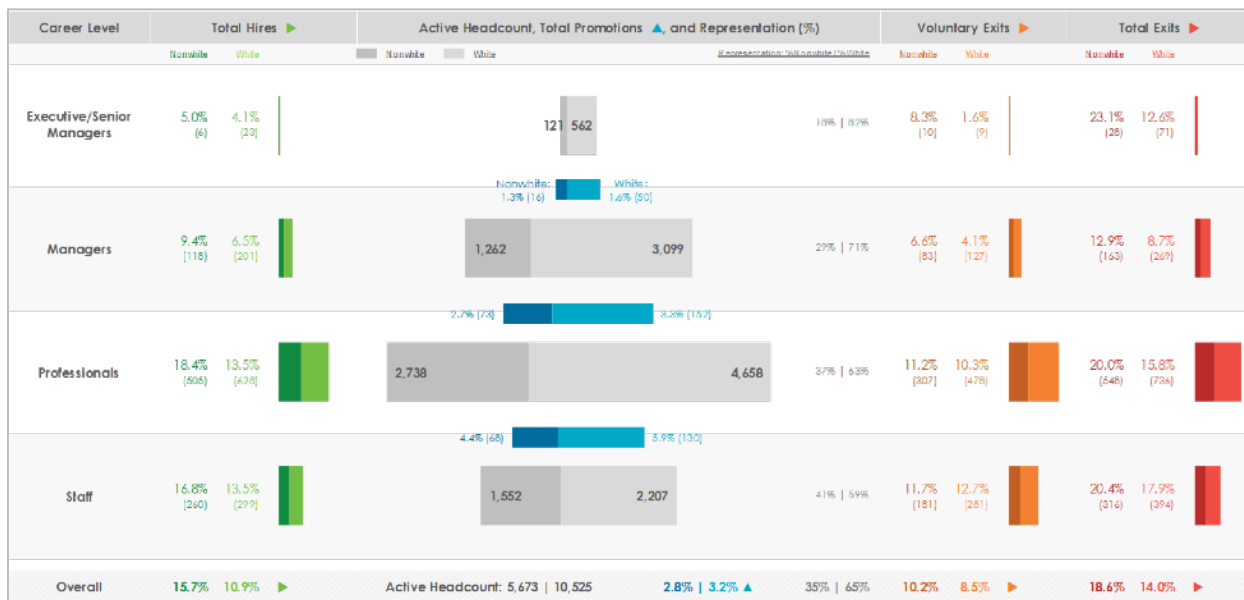


Figure 19. Internal Labor Market Map for Programmers by Race/Ethnicity. The ILM map reflects 9 programmers that provided the information needed to create the map. The map does not include blue-collar workers.

²² The ILM map by minority status reflects 9 programmers that provided the information needed to create the map. The Blue-Collar career level has not been included.

Figure 20 displays the Young Professional ILM flows by race/ethnicity for programmers in 2018.²³ The patterns observed among programmers overall are similar to the patterns for Young Professionals in programming organizations, except at the Executive/Senior Manager level where the hire rate and total turnover rate for Young Professional people of color are less than those of Young Professional white employees. For all other levels, hiring rates favor people of color, promotion rates favor white employees, and total turnover rates favor white employees.

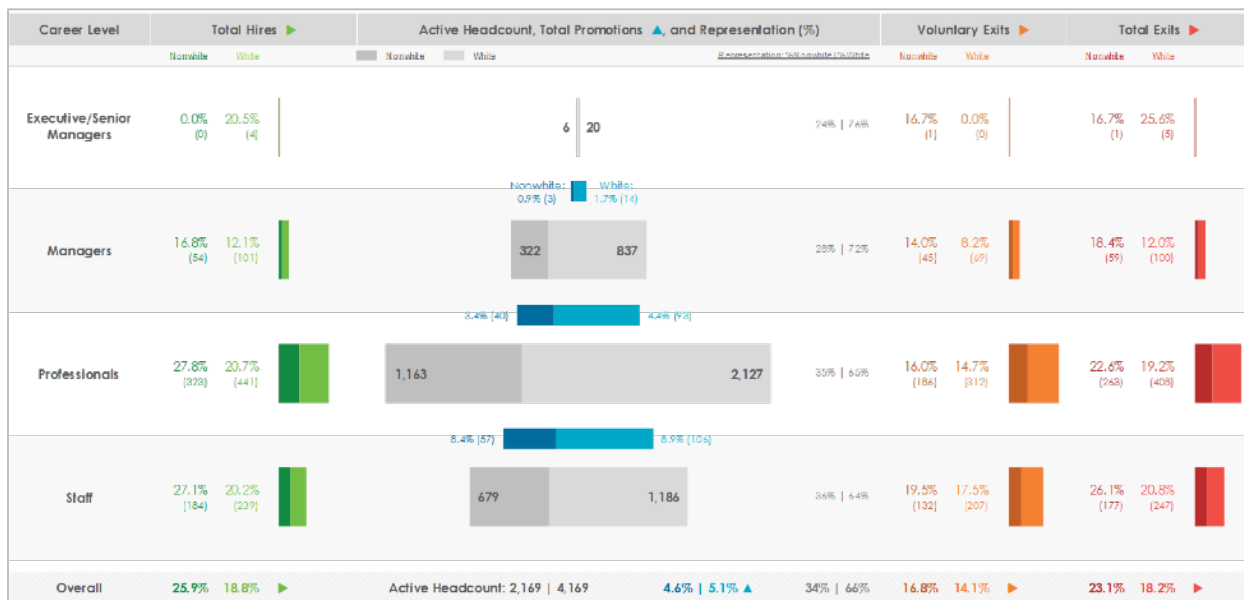


Figure 20. Young Professional Internal Labor Market Map for Programmers by Race/Ethnicity. The ILM map reflects 8 programmers that provided the information needed to create the map. The map does not include blue-collar workers.

²³ The young professional ILM map by minority status reflects 8 programmers that provided the information needed to create the map. The Blue-Collar career level has not been included.

Figure 21 shows how the representation of people of color at management levels is projected to change over the next five and 10 years under different scenarios regarding future workforce dynamics in the industry (first row of table, under “Overall Industry Workforce”). Assuming the workforce dynamics experienced in 2018 — i.e., hire rates, promotion rates, and exit rates — continue over the next five and 10 years, representation of people of color at Executive and Manager levels is expected to stay flat at 32% (“Current Representation” and “Baseline”). Where they are not on par with their white counterparts, if hiring, promotion, and turnover rates for employees of color are brought into alignment (“Closed Gaps”), representation of people of color at management levels is expected to increase to 36% over the next five years and to 43% over the next 10 years.

The key variable for increasing representation of people of color at the management levels is improvement in retention (turnover) of employees of color. Similar patterns are estimated for the representation of employees of color for programmers. For operators, representation of people of color is expected to increase from 31% to 32% in the next five years and to 34% in the next 10 years if current workforce dynamics persist. However, this outcome could be improved to 36% in the next five years and to 46% in the next 10 years if organizations are able to retain, promote, and hire people of color at the same rates as their white counterparts. Similar patterns are also observed for the Young Professional workforce of color, but estimates indicate that the key levers to increase representation are promotion and retention of Young Professionals of color.

	Current Representation (Manager+)	Projected Representation in 5 Yrs		Projected Representation in 10 Yrs		Key lever(s) to increase representation		
		Baseline	Closed Gaps	Baseline	Closed Gaps	Hiring	Promotion	Retention
Overall Industry Workforce								
Industry	32%	32%	36%	32%	43%			✓
Operators	31%	32%	36%	34%	46%			✓
Programmers	27%	27%	33%	27%	38%			✓
Young Professional Workforce								
Industry	38%	35%	45%	36%	59%		✓	✓
Operators	40%	37%	48%	39%	67%		✓	✓
Programmers	28%	28%	36%	29%	44%			✓

Figure 21. Current and Projected Representation of People of Color at Executive and Management Levels and Key Levers for Improving Representation.

8.

DIVERSITY POLICIES AND PRACTICES

As part of the 2019 NAMIC AIM survey, participating organizations were asked about their diversity policies and practices. The head of HR is most commonly reported as the person responsible for spearheading diversity and inclusion initiatives (37%), with Chief Diversity Officer as the second most common selection (32%) and, less frequently, the CEO/President (5%). 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). Fifty percent of responding organizations have staff dedicated exclusively to diversity and inclusion (see Table 15). The proportion is much higher for multi-system operators (75%) than for programmers (40%). For organizations with staff dedicated exclusively to diversity and inclusion, the median number of full-time equivalent employees (FTEs) on staff is 6.5, although this figure is higher for multi-system operators (7.0 FTEs) than for programmers (6.5 FTEs). Moreover, 80% of responding organizations have an internal group that focuses on diversity. For organizations with an internal group, 69% report that the group includes a senior executive (i.e., CEO and/or a direct report).

Table 15

Diversity-related Staff and Internal Groups

	2019 Industry	2019 Multi-System Operators	2019 Programmers
Organization has staff dedicated exclusively to diversity and inclusion	50%	75%	40%
Median number of full-time equivalent employees (FTEs) on staff dedicated exclusively to diversity and inclusion*	6.5	7.0	6.5
Organization has an internal group that focuses on diversity	80%	88%	70%
If organization has an internal group, senior executive (i.e., CEO and/or direct report) is a member of the group	69%	86%	57%

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

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

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 (Table 16). Sixty percent of responding organizations report that senior executives are “very” or “extremely” involved or engaged in diversity and

inclusion programs and initiatives. The rates are higher for multi-system operators (72%) than for programmers (60%).

Table 16

Extent to which Senior Executives Are Actively Involved/Engaged in Diversity and Inclusion Practices*

	2019 Industry	2019 Multi-System Operators	2019 Programmers
Extremely	35%	38%	40%
Very	25%	38%	20%
Somewhat	30%	25%	20%
Slightly	5%	0%	10%
Not at all	5%	0%	10%

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

*Senior executives include CEO and direct reports.

The 2019 NAMIC AIM survey collected information from participating organizations on the specific ways industry CEOs demonstrate support for diversity initiatives (see Table 17). The most common ways are (1) takes responsibility for signing off on diversity metrics and programs (67%); (2) regularly meets with various employee resource groups/affinity groups (61%); and (3) is a member of the diversity council (50%). CEOs of multi-system operators are more likely to engage in most activities surveyed than programmer CEOs.

Table 17

Ways that CEOs Demonstrate Support for Diversity Initiatives

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

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

The 2019 NAMIC AIM survey also requested information on the frequency with which responding organizations engage in 18 key diversity practices (see Table 18). The most common practices are conducting diversity-related community outreach (95%); using cultural events to celebrate diversity awareness (85%); routinely checking for and acting to close gender and race/ethnicity gaps in hiring rates (85%); providing targeted leadership development opportunities designed to increase diversity in higher-level positions within the organization (80%); conducting surveys of employee attitude/satisfaction/engagement related to organizational diversity and inclusion (75%). The least common diversity-related practices employed by responding organizations are conducting programs with a focus on global/international diversity (30%); implementing sponsorship programs for women and people of color (30%); and routinely checking for and acts to close gender and race/ethnicity gaps in performance ratings (35%).

Multi-system operators are more likely than programmers to engage in the key diversity practices surveyed. For example, all of the multi-system operators report that they routinely check for and act to close gender and race/ethnicity gaps in promotion rates, compared with 50% of programmers. Moreover, 50% of multi-system operators routinely check for and act to close gender and race/ethnicity gaps in performance ratings, compared with 20% of programmers. Last, multi-system operators are considerably more likely to have employee attitude/satisfaction/engagement surveys that include items relating to organizational diversity and inclusion (100% for Multi-System Operators vs. 50% for programmers).

Table 18

Percent of Organizations Engaging in Key Diversity Practices

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

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

Sixty-seven percent of organizations participating in the 2019 NAMIC AIM survey provided diversity and inclusion training in 2018. Multi-system operators were less likely (73%) than programmers (50%) to offer training. For organizations that offered diversity and inclusion training in 2018, over half responded that training is mandatory for Executives and Senior-level managers, Entry- and Mid-level Managers, and Non-Management employees (see Table 19).

Table 19
Mandatory vs. Voluntary Diversity and Inclusion Training

		2019 Industry	2019 Multi-System Operators	2019 Programmers
Executive and senior-level managers	Mandatory	57%	50%	63%
	Voluntary	43%	50%	0%
Entry- and mid-level managers	Mandatory	64%	75%	63%
	Voluntary	36%	25%	38%
Non-management employees	Mandatory	57%	50%	63%
	Voluntary	43%	50%	38%

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

Participating companies that provided diversity and inclusion training in 2018 were asked about the format used for their training (see Table 20). Half reported using both in-person and web-based training for Executives and Senior-level Managers; 43% reported using both in-person and web-based training for Entry- and Mid-level Managers; and 36% reported using both in-person and web-based training for Non-Management employees. Web-based only training was uncommon for management employees (14% for Executives and Senior-level Managers and 21% for Entry- and Mid-level Managers) and more common for non-management employees (29%).

Table 20
Diversity and Inclusion Training Format

		2019 Industry	2019 Multi-System Operators	2019 Programmers
Executive and senior-level managers	In-person only	36%	0%	50%
	Web-based only	14%	25%	0%
	Both	50%	75%	50%
Entry- and mid-level managers	In-person only	36%	0%	50%
	Web-based only	21%	50%	0%
	Both	43%	50%	50%
Non-management employees	In-person only	36%	0%	50%
	Web-based only	29%	50%	13%
	Both	36%	50%	38%

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

SUPPORT FOR LGBTQ EMPLOYEES

Across all respondents, the most common ways organizations support LGBTQ employees in the workplace are publicized commitment to LGBTQ employees (75%); LGBTQ-focused employee affinity groups or ERGs (69%); and supervisory training that includes sexual orientation and gender identity as topics (63%) (see Table 21). Relatively few organizations have sponsorship programs (13%), mentoring programs (13%), or targeted leadership development programs for LGBTQ employees (13%). Programmers are more likely to have employee affinity groups/ERGs and supervisory training that includes sexual orientation and gender identity as topics (75% for programmers vs. 67% for multi-system operators, and 75% for programmers vs. 50% for multi-system operators, respectively).

Table 21

Ways that organizations support LGBTQ employees in the workplace

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

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

SUPPORT RETURN OF VETERANS TO THE CIVILIAN WORKFORCE

The most common ways participating organizations support veterans returning to the civilian workforce are through a public commitment to hire, train, and support veterans (71%); a careers website that includes a section on veteran recruitment (59%); and employee affinity groups/ERGs (53%) (see Table 22). Furthermore, 53% of organizations have a senior-level champion for veteran hiring, development, and retention efforts. Internal training, mentoring, sponsorship, and targeted leadership development programs designed specifically for veterans are relatively uncommon (12% each). Eighty-eight percent of the responding multi-system operators have a public commitment to hire, train, and support veterans, compared to 50% of programmers. Moreover, 63% of multi-system operators have a dedicated recruiting team for veterans, compared to 38% of programmers. Programmers are more likely than multi-system operators to have veteran-focused employee affinity groups or ERGs and senior-level champion for veteran hiring, development, and retention efforts (63% vs. 50% in both cases).

Table 22

Ways that organizations support return of veterans to the civilian workforce

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

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

SUPPORT FOR PEOPLE WITH DISABILITIES

Fifty-six percent of responding organizations have a public commitment to hire, train, and support people with disabilities (see Table 23). Moreover, half of organizations have a careers website that includes a section on recruitment for people with

disabilities, and half have a senior-level champion for hiring, development, and retention efforts for people with disabilities. Half of organizations also have employee affinity groups/ERGs. As for the support mechanisms surveyed, multi-system operators are more likely to offer support to people with disabilities. For example, 71% of multi-system operators have a public commitment to hire, train, and support people with disabilities, compared to 38% of programmers. Moreover, 43% of multi-system operators have a dedicated recruiting team for people with disabilities, compared to 25% of programmers.

Table 23

Ways in which organizations support people with disabilities

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

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

9.

CONCLUSIONS

The 2019 NAMIC AIM Survey reveals that the proportion of full-time employees in the cable and communications industry who are people of color is 44%. The percentage of Executives and Senior-level Managers in the industry who are people of color is 26%, while the percentage of Entry- and Mid-level Managers who are people of color is 31%. Despite robust hire rates for people of color, lower promotion rates and higher exit rates could result in the percentage of people of color at executive and management levels remaining flat at 32% over the next five years.

Figure 22 shows the five-year industry outlook, assuming recent workforce dynamics persist (i.e., following the “baseline” scenario) and assuming that organizations are able to close gaps in hire, promotion, and turnover rates. If organizations are able to promote and retain people of color at the same rates as their white counterparts, we expect to see further increases in the representation of people of color at executive and management levels over the next five years. Specifically, if organizations are able to close retention, promotion, and hiring rate gaps, the representation of people of color at executive and management levels is expected to reach 36% in the next five years.

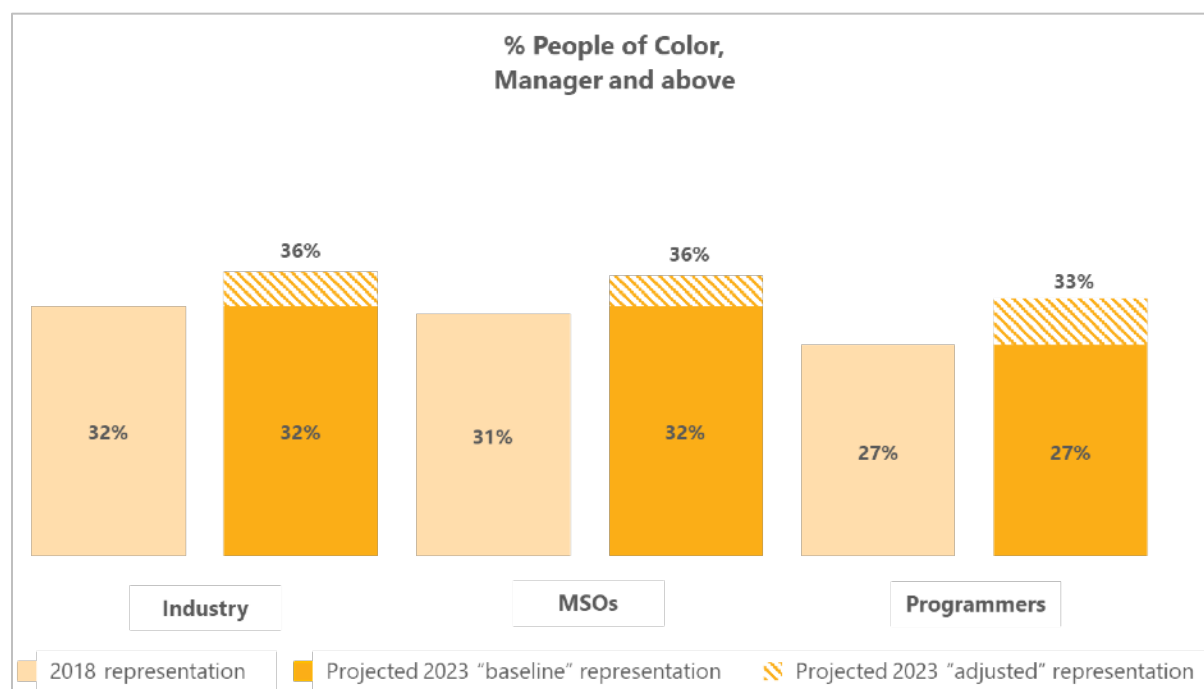


Figure 22. Five-year Industry Outlook: People of Color Representation at Executive and Manager Levels.

Examination of the Young Professional workforce has provided insight into the people of color representation in this cohort of the workforce. Higher representation of people of color at executive and management levels is observed among the Young Professional workforce compared to the overall workforce (38% for Young

Professionals vs. 32% for overall industry) (see Figures 22 and 23). However, the representation of people of color in the industry's Young Professional workforce at the executive and management levels is expected to decrease over the next five years (see "baseline" scenario in Figure 23). The key variables for improving the representation of Young Professionals of color at the executive and manager levels are improvements in promotion and retention of Young Professionals of color. If organizations are able to promote and retain Young Professionals of color at the same rates as their white counterparts, we would expect to see increases in the representation of Young Professionals of color at the executive and manager levels over the next five years (estimated to be 45% in 2023).

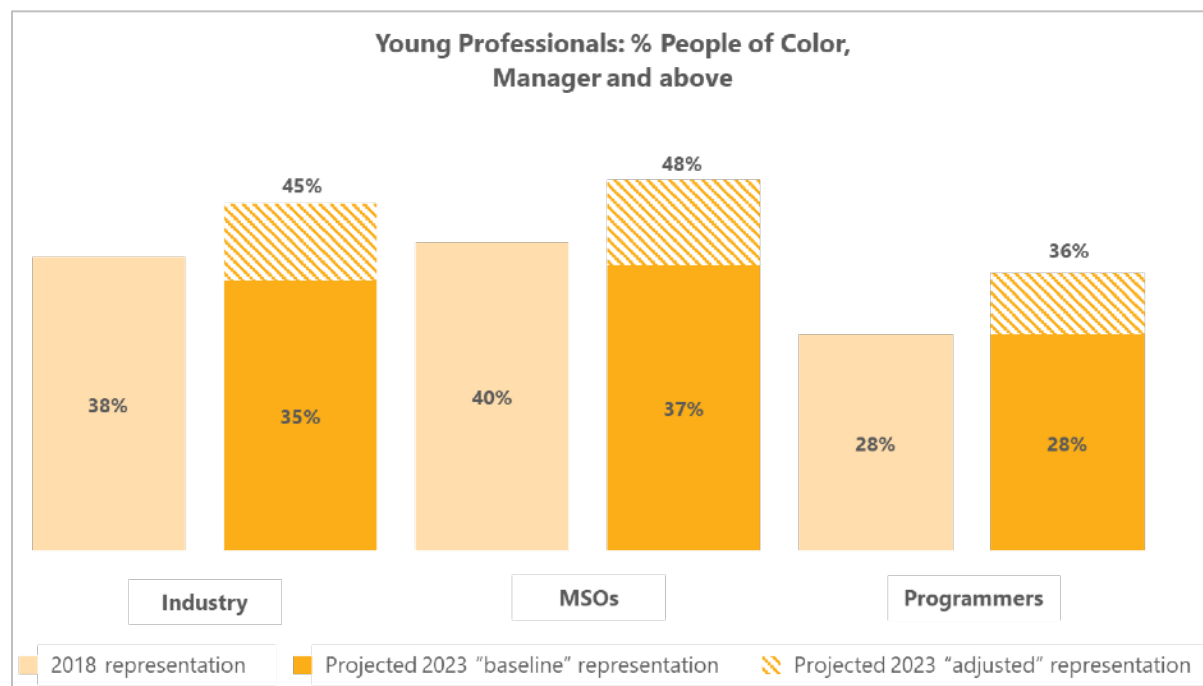


Figure 23. Five-Year Young Professional Industry Outlook: People of Color Representation at Executive and Manager Levels.

The 2019 survey shows that participating companies do a good job recruiting people of color. However, to improve diversity outcomes companies also must focus on the retention and promotion of people of color. NAMIC will continue to use its education, advocacy, and empowerment resources, along with its solution-building strategic initiatives, to partner with the industry in the goal of continued business success aligned with an increasingly diverse, increasingly knowledgeable workforce and consumer base.

10.

WHAT ORGANIZATIONS CAN DO TO MOVE THE NEEDLE

In closing, here are a few thoughts on what organizations can do to advance racial and ethnic diversity:

- Improve retention of employees of color
- Determine the drivers of retention within your company, and how they differ for employees of color versus white employees
- Scrutinize termination decisions to ensure employees of color are not disproportionately impacted by these decisions
- Measure your company's cultural inclusiveness — through interviews, surveys, and focus groups — understanding that workforce diversity can only be sustained if it is supported by an inclusive culture
- Close promotion gaps for employees of color
- Ensure a diverse slate of candidates for filling roles internally
- Identify key experiences associated with promotion in your organization
- Ensure that employees of color are getting access to these key experiences

Finally, organizations should continue to focus on hiring people of color by checking to see that people of color are well represented in hiring slates; crafting job descriptions to encourage people of color to apply and scrubbing job descriptions of language that may discourage them from applying; and guaranteeing “blind” resume reviews.

11.

DEFINITIONS

Advertising Sales – Includes employees in traditional and digital sales.

Blue-Collar – Includes production and/or operations workers.

Boards 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.

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

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

Executive and Senior-Level 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.

Entry- and Mid-Level 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. Also includes those who report directly to middle managers. These individuals serve at functional, line of business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of enterprises/organizations, conveying the directions of higher level officials and managers to subordinate personnel and, in some instances, directly supervising the activities of exempt and non-exempt personnel. Examples of these kinds of managers are: first-line managers; team managers; unit managers; operations and production managers; branch managers; administrative services managers; purchasing and transportation managers; storage and distribution managers; call center or customer service managers; technical support managers; and brand or product managers.

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

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

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

People of Color - Includes those classified as Hispanic/Latino, African American/Black, Native Hawaiian/Pacific Islander, Asian, American Indian/Alaska Native, or Two or More Races.

Professionals - Most jobs in this category require bachelor and graduate degrees, and/or a professional certification. In some instances, comparable experience may establish a person's qualifications. Most occupations in this group are responsible for professional & 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, African American/Black should be interpreted as African

American/Black (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. Include 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.

