2022 AIM/PAR Workplace Diversity Survey
Executive Summary

Foreword
This year's AIM/PAR Workplace Diversity Survey highlights the changes in the diversity, equity and inclusion (DEI) landscape for industry media, entertainment and technology companies since our last report in 2019. During that time, 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.

Our industry provides content and connectivity to millions of customers, and we are proud of our stakeholders' efforts to enable people to continue to be active and engaged citizens. Media, entertainment and technology have become essential pillars of our society, and companies in this space were able to innovate quickly to meet the shifting demands created by the pandemic. Not only did they help us do our work from home, but they also helped us feel connected to our friends and family when we were isolated. And they entertained us at a time when we most needed the diversion. We've never been prouder of our supporting companies than during the COVID-19 crisis.

The 2022 survey shows how this industry prioritized DEI while navigating the Great Resignation and she-cession that resulted from the pandemic. Three key takeaways from this year's survey include:

- **Representation of women in the industry increased by 5-percentage points despite the pandemic.**
  Representation of women increased from 33% to 38% since our 2019 survey. This is particularly significant as the pandemic disproportionately impacted employment for women, known as the she-cession.

- **People of color experienced a 7-percentage point reduction in workforce representation.**
  Overall representation of people of color decreased from 44% to 37% since our 2019 report, with the greatest decreases in the more junior level professional and manager ranks at multi-system operators. Conversely, the percentages of people of color increased among participating programmers.

- **The industry held onto valuable employees despite the COVID-induced Great Resignation.**
  The media, entertainment and technology companies who participated in this survey were not as severely impacted by high resignation rates brought about by job dissatisfaction as other industries.
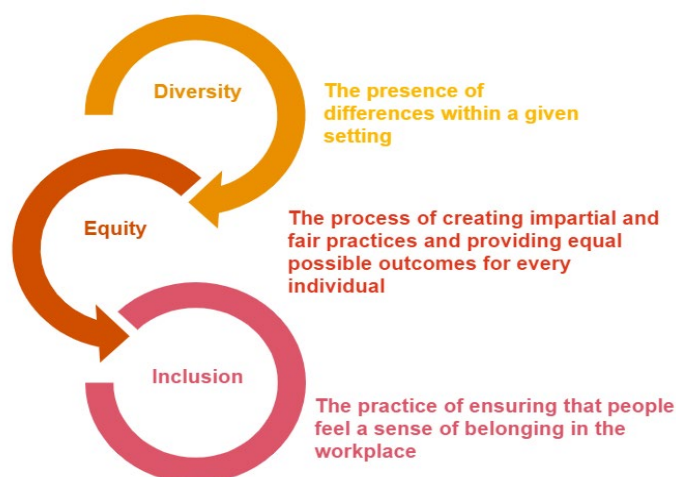
Media, entertainment and technology fields are incredibly important when it comes to DEI because each of these industries has the ability to greatly affect public opinion and influence societal norms. It is vital to have all voices at all levels equally represented within these companies. Strong diversity and inclusion strategies are good for business—and good for society as a whole. We commend the companies that participated in this year's AIM/PAR Survey for their ongoing commitment to make this a more equitable world.

Maria E. Brennan, CAE President & CEO The WICT Network	A. Shuanise Washington President & CEO NAMIC

Global Events Create Change

The past few years have been tumultuous with social justice rallies, a global pandemic, environmental degradation and political unrest. These developments have created a groundswell for companies to do the right thing for their employees, the environment and society. Social justice activism and environmental, social and governance (ESG) factors have a direct impact on DEI initiatives within organizations. As global conditions created the Great Resignation, a time when employees left their jobs in unprecedented numbers, organizations became very aware of the importance of doing more to attract and retain the valuable talent that will propel them forward.

A Focus on DEI

Diversity
The presence of differences within a given setting

Equity
The process of creating impartial and fair practices and providing equal possible outcomes for every individual

Inclusion
The practice of ensuring that people feel a sense of belonging in the workplace

DEI is an important strategic imperative for companies to create positive work environments and contribute to the success of an organization. Diverse workforces in which all employees can thrive foster unique perspectives and facilitate creative problem solving, ultimately making a positive impact on the bottom line. Strong DEI practices are good for employees, and they are good for business.

About the Survey

The National Association for Multi-Ethnicity in Communications (NAMIC) and The WICT Network have partnered once again to conduct the 2022 iteration of the Industry Diversity Survey, a combination of NAMIC's Advancement Investment Measurement (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 administrator. The Walter Kaitz Foundation funded this project.

For nearly two decades, NAMIC and The WICT Network have been measuring industry workforce demographics to support efforts to achieve stronger racial/ethnic and gender diversity. The goal of the survey is to provide insights on the progress of DEI through data collection and benchmarking and to share leading practices for companies to leverage.
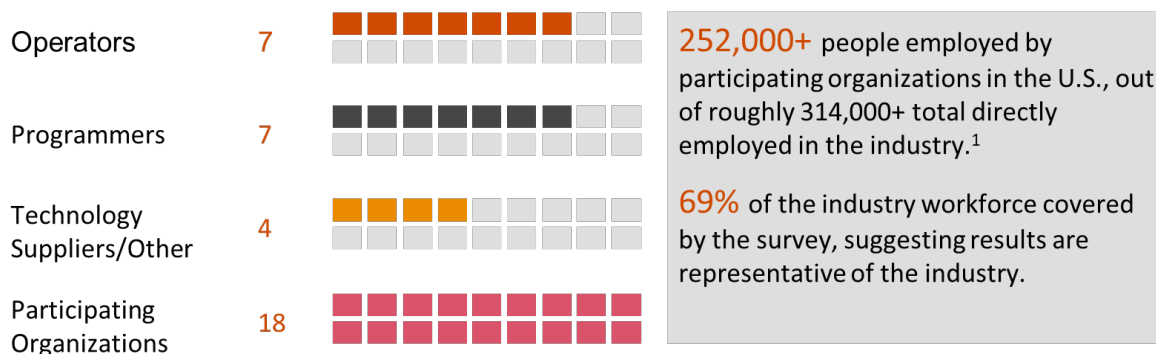
Survey Timeline, Methodology & Participation
Survey respondents reported on 2021 workforce demographics by gender and race/ethnicity for job categories, including professionals, managers, executive/senior managers, and boards of directors. The data included in this report are labeled as 2021.

The survey was live online between December 17, 2021, and April 15, 2022. Survey participants included 18 companies that were identified by industry sector (operators/MSOs, programmers, and suppliers). Respondents from programmers and operators comprised more than 216,000 employees, or 69% of the industry.[1] Responses from supplier organizations represented an additional 36,000 employees. The survey consisted of more than 500 quantitative and 130 qualitative questions.
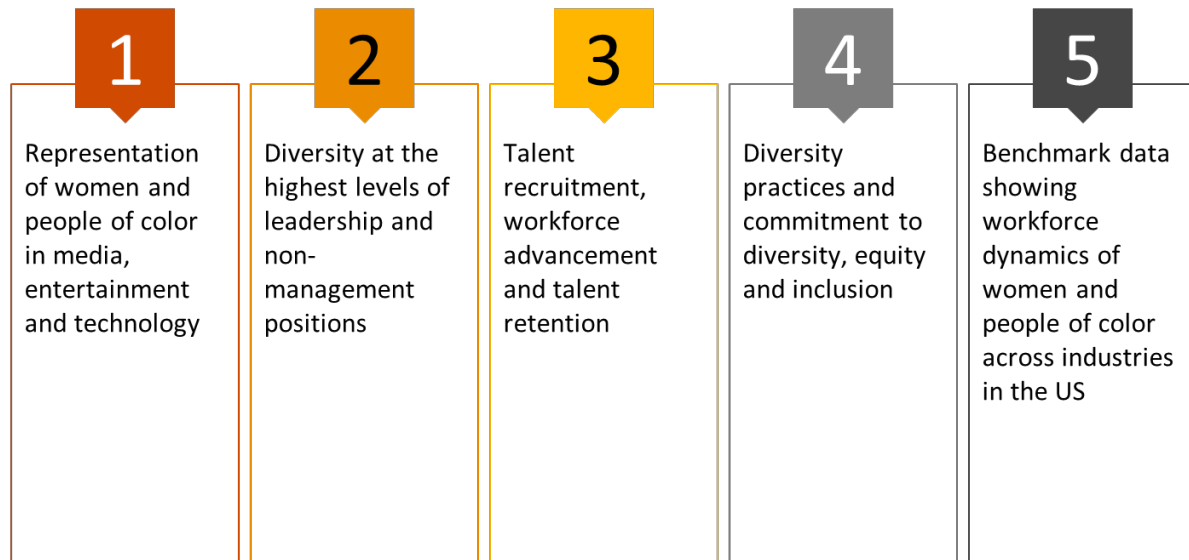
2022 Media, Entertainment and Technology Industry Survey Participants

Survey Engagement

Operators	7	
Programmers	7	
Technology Suppliers/Other	4	
Participating Organizations	18	

252,000+ people employed by participating organizations in the U.S., out of roughly 314,000+ total directly employed in the industry.[1]

69% of the industry workforce covered by the survey, suggesting results are representative of the industry.

[1] 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.

Topics Covered in the Full Survey

1	2	3	4	5
Representation of women and people of color in media, entertainment and technology	Diversity at the highest levels of leadership and non-management positions	Talent recruitment, workforce advancement and talent retention	Diversity practices and commitment to diversity, equity and inclusion	Benchmark data showing workforce dynamics of women and people of color across industries in the US

This executive summary showcases the highlights around each of these takeaways.

Survey Highlights

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Representation of People of Color in the Industry

> **Racially and ethnically diverse companies are proven to perform 35% better, are 87% better at decision making and generate 1.4 times more revenue.**
>
> -Forbes[1]

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[1] Source: Forbes: New Research: Diversity + Inclusion = Better Decision Making At Work, September 2017

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.

This year's survey showed an average of 37% of people of color In the workforce of the companies that responded to the survey. This has dropped 7 percentage points from our 2019 industry report when 44% of the workforce was made up of people of color (see Figure 1). There has also been a decrease in the percentage of people of color across all positions between 2019 and 2021 except for boards of directors, which experienced an increase in that time. Representation by role shows:

- **Board of Directors**: The percentage of people of color at the board of directors level was 22% in 2021, an increase of 5 percentage points since 2019.
- **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 2019.
- **Managers**: The percentage of people of color in managerial positions in 2021 was 27%, a decrease of 4 percentage points since 2019.
- **Professionals**: The percentage of people of color in professional positions in 2021 was 33%, a 4-percentage point decrease since 2019.

People of Color Representation by Industry Sector

We received responses from three industry sectors in this year's survey: multi-system operators (MSOs), programmers and suppliers. The supplier data was statistically relevant in the 2022 survey, warranting a distinct callout in the AIM/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%	0%
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.

Figure 2 above, shows the representation of people of color employed in various positions. Overall, people of color held 44% of positions at programmers, 36% at MSOs and 33% at suppliers in 2021. Representation by role was:

- **Board of Directors**: The percentage of people of color in Board of Directors roles was higher for suppliers (37%) than programmers (19%) and MSOs (17%).
- **Executives/Senior Managers**: The percentage of people of color in executive and senior manager positions was higher for programmers (30%) than operators (14%).
- **Managers**: The percentage of people of color in managerial positions 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 (46%) than for suppliers (39%) and MSOs (21%).

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

Operators

Position	2021	2019	Percentage Point (pp) Change
Overall Industry Workforce	36%	45%	-9
Board of Directors	17%	14%	+3
Exec/Sr. Managers	14%	16%	-2
Managers	22%	31%	-9
Professionals	21%	33%	-12

Programmers

Position	2021	2019	Percentage Point (pp) Change
Overall Industry Workforce	44%	39%	+5
Board of Directors	19%	20%	-1
Exec/Sr. Managers	30%	32%	-2
Managers	37%	30%	+7
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.

The change in representation of people of color by industry sector since our last survey, as illustrated in Figure 3, shows:

- **Operators**: Thirty-six percent of employees at all MSOs surveyed were people of color in 2021, a decrease of 9 percentage points since 2019. The percentage of people of color on the boards of directors at the companies surveyed increased by 3 percentage points between 2019 and 2021. The percentage of executives and senior managers decreased by 2 percentage points between 2019 and 2021 and the percentage of managers decreased by 9 percentage points between 2019 and 2021. The percentage of professionals had the largest decrease of 12 percentage points between 2019 and 2021.

- **Programmers**: Forty-four percent of employees at the programmers surveyed were people of color, an increase of 5 percentage points since 2019. The percentage of people of color on the boards of directors at the companies surveyed decreased by 1 percentage point between 2019 and 2021 and the percentage of executives and senior managers decreased by 2 percentage

points between 2019 and 2021. The percentage of managers increased by 7 percentage points between 2019 and 2021 and the percentage of professionals increased by 3 percentage points between 2019 and 2021.

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Women in the Workplace

The Pandemic-driven "She-cession" and Its Impact on Employment

January 2020 ushered in a milestone: at 50.04% of the U.S. labor market, women held more paid jobs than men. Then the global pandemic hit, generating 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 U.S. women 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 rates, with nearly 5% of Latinas and nearly 6% of Black women experiencing unemployment.[2]

Childcare responsibilities, which disproportionately fall on women, played into the she-cession, as women with children were 5 percentage points more likely to be unemployed than men with children.[1] In addition, women are more likely to hold hospitality, retail and other service industry jobs, which were more widely impacted by virus-related isolation mandates.

Representation of Women in the Industry

> **Additional and targeted inclusion of women in the workforce could advance economic growth and trade outcomes by 26% of the global GDP by 2025.**
>
> – World Bank and World Economic Forum[3]

Figure 4. Female Representation by Position

Position	2021	2019	Percentage Point (pp) Change
Overall Industry Workforce	38%	33%	+5
Board of Directors	22%	24%	-2
Exec/Sr. Managers	37%	35%	+2
Managers	42%	35%	+7
Professionals	46%	37%	+9

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.

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[2] Source: SHRM, Nearly 2 million fewer women in labor force, 2022
[3] Source: World Bank, How to empower women to take advantage of the opportunities of trade, 2022

Based on survey participant data, the industry representation of women in the workplace averaged 38%, up from 33% in 2019 (see Figure 4). This industry trend is particularly noteworthy considering the large numbers of women who left the global workforce in 2020 and 2021 due to the pandemic. Representation by role shows:

- **Board of Directors**: The percentage of women at the board of directors level was 22% in 2021, a decrease of 2 percentage points since 2019.
- **Executives/Senior Managers**: The percentage of women in executive and senior manager positions in 2021 was 37%, an increase of 2 percentage points since 2019.
- **Managers**: The percentage of women in managerial positions in 2021 was 42%, an increase of 7 percentage points since 2019.
- **Professionals**: The percentage of women in professional positions in 2021 was 46%, a 9-percentage point increase since 2019.

Figure 5. Female Representation by Industry Sector

Position	Operators	Programmers	Suppliers
Overall Industry Workforce	31%	51%	25%
Board of Directors	26%	16%	21%
Exec/Sr. Managers	29%	43%	40%
Managers	33%	54%	31%
Professionals	32%	59%	38%

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.

As previously noted, the supplier data was statistically robust in the 2022 survey, warranting a distinct callout in the AIM/PAR executive summary for the first time.

Figure 5 shows the representation of women by industry sector in 2021. Overall, women comprised 51% of the workforce at programmers, representing well over half the employee base at the manager and professional levels, and 43% at the executive/senior manager level. At operators, women comprised 31% of the overall workforce and over a quarter of board seats. Notably 40% of employees at the executive and senior manager levels within supplier companies were women. Representation by role, within all sectors, was as follows:

- **Board of Directors**: The percentage of women in Board of Directors roles was higher for MSOs (26%) than suppliers (21%) and programmers (16%).
- **Executives/Senior Managers**: The percentage of women in executive and senior manager positions was higher for programmers (43%) than suppliers (40%) and MSOs (29%).
- **Managers**: The percentage of women in managerial positions was higher for programmers (54%) than for MSOs (33%) and suppliers (31%).

- **Professionals**: The percentage of women in professional positions was higher for programmers (59%) than for suppliers (38%) and MSOs (32%).

Figure 6. Change in Female Representation by Industry Sector

Operators

Position	2021	2019	Percentage Point (pp) Change
Overall Industry Workforce	31%	31%	-
Board of Directors	26%	17%	+9
Exec/Sr. Managers	29%	26%	+3
Managers	33%	31%	+2
Professionals	32%	32%	-

Programmers

Position	2021	2019	Percentage Point (pp) Change
Overall Industry Workforce	51%	46%	+5
Board of Directors	16%	31%	-15
Exec/Sr. Managers	43%	39%	+4
Managers	54%	49%	+5
Professionals	59%	45%	+14

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.

In terms of year-over-year representation, the percentage of women at operator companies has remained flat since 2019 while increasing by 5 percentage points at programmer companies. Female representation among operators increased at the board, executive and manager levels while programmers experienced an increase in female representation at all levels, except for a drop at the board level. Figure 6 further shows:

- **Operators**: Thirty-one percent of employees at all MSOs surveyed were women in 2021, the same as 2019. The percentage of women on the board of directors at the companies surveyed increased significantly by 9 percentage points between 2019 and 2021. The percentage of executives and senior managers increased by 3 percentage points between 2019 and 2021, and the percentage of managers increased by 2 percentage points between 2019 and 2021. The percentage of professionals stayed the same at 32%.

- **Programmers**: Over half (51%) of employees at the programmers surveyed were women, an increase of 5 percentage points since 2019. Representation of women at programmers increased   across most roles from 2019 to 2021, with the exception of board members, which dropped 15 percentage points in that time.

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The Great Resignation's Impact on Talent Recruitment, Promotion and Retention
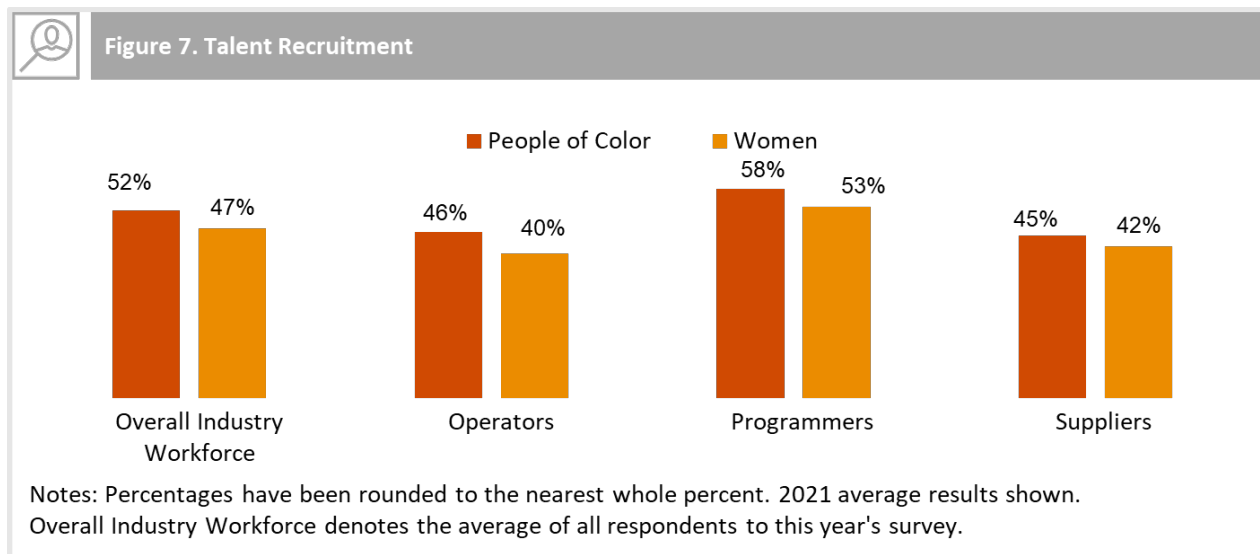A record number of employees left their jobs during the global pandemic, with the U.S. reaching a 20-year high quit rate in November 2021. Most workers who left a job in 2021 cited low pay (63%), no

opportunities for advancement (63%) and feeling disrespected at work (57%) as reasons for leaving.[4] With the Great Resignation as a backdrop, the ability to effectively recruit, promote and retain top talent plays an increasingly critical and strategic role in organizational success.

Talent Recruitment

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

At 52%, over half of jobs filled in 2021 within companies surveyed were filled by people of color while 47% were filled by women (see Figure 7).

Figure 7. Talent Recruitment

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.

Programmers are leading the industry with hire rates well above 50% for both people of color and women. Operators and suppliers are within two percentage points of each other in recruiting people of color and women, with hire rates between 40% and 46%, respectively.
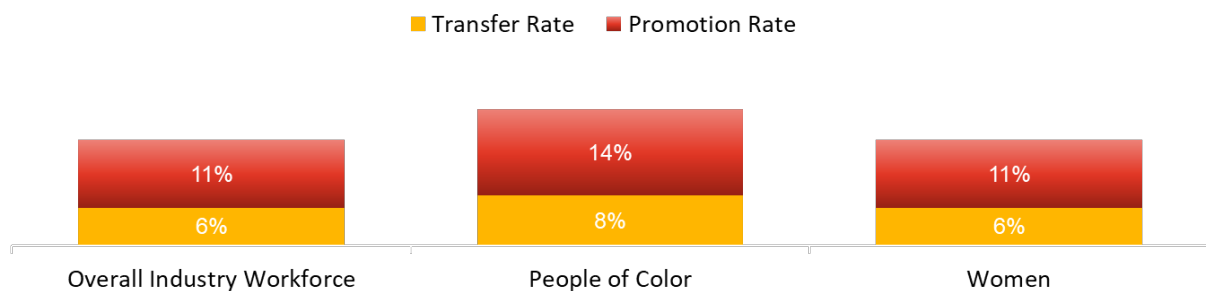
Workforce Advancement

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.

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[4] Source: Pew Research, The Great Resignation, March 2022

Figure 8. Workforce Advancement at the Industry Level

Transfer Rate ■ Promotion Rate

	Overall Industry Workforce	People of Color	Women
Promotion Rate	11%	14%	11%
Transfer Rate	6%	8%	6%

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.
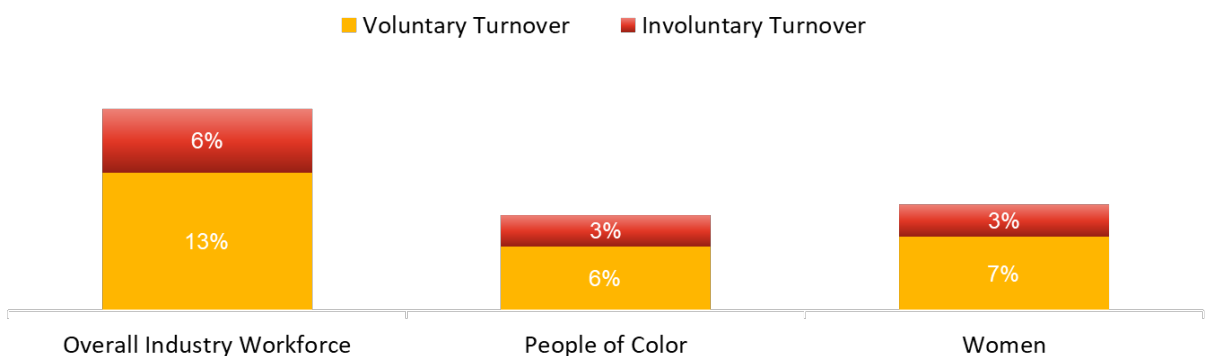
People of color were promoted and transferred to new positions at rates of three and two percentage points higher, respectively, than the overall industry workforce (see Figure 8). Women were promoted and transferred to new positions at the same rate as the overall industry workforce.

Talent Retention

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

Figure 9. Talent Turnover at the Industry Level

■ Voluntary Turnover ■ Involuntary Turnover

	Overall Industry Workforce	People of Color	Women
Involuntary Turnover	6%	3%	3%
Voluntary Turnover	13%	6%	7%

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 rate both for people of color and women at participating companies was roughly half of the overall industry rates (see Figure 9).

National Averages

National averages are comprised of U.S. 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 to other industries.
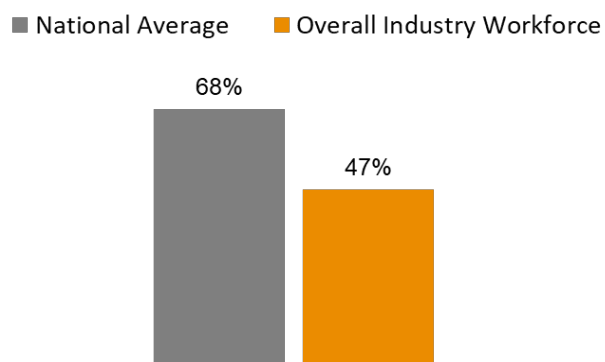
Figure 10. Talent Recruitment for People of Color by Overall Industry Workforce and National Average
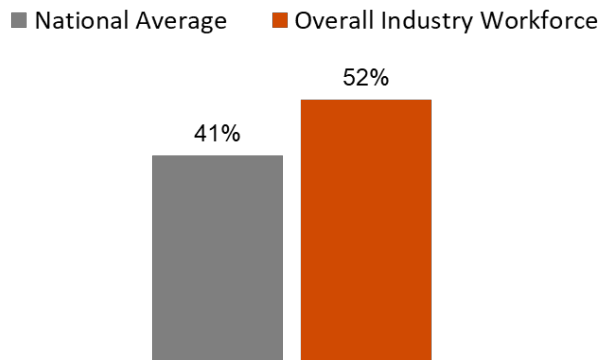
■ National Average ■ Overall Industry Workforce

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 11. Talent Recruitment for Women by Overall Industry Workforce and National Average

■ National Average ■ Overall Industry Workforce

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.
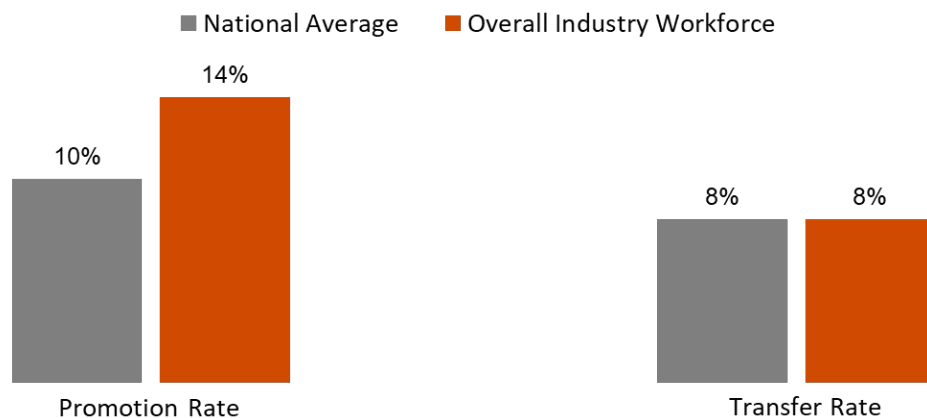
Figure 12. Workforce Advancement for People of Color by Overall Industry Workforce and National Average

■ National Average   ■ Overall Industry Workforce

Promotion Rate: National Average 10%, Overall Industry Workforce 14%

Transfer Rate: National Average 8%, Overall Industry Workforce 8%

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.
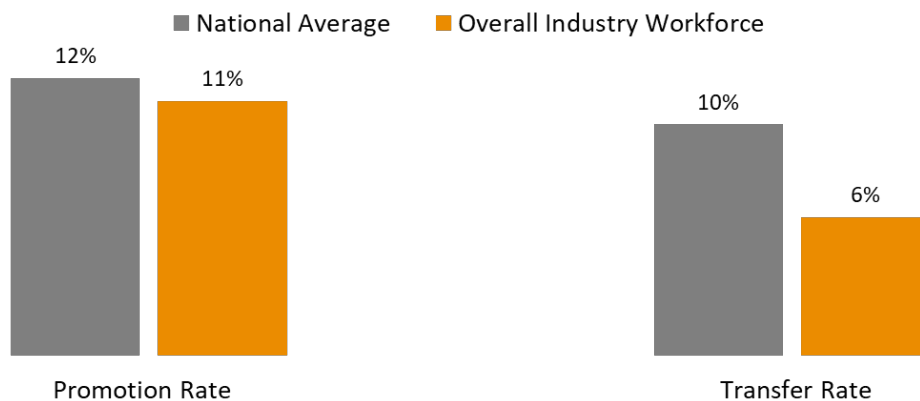
Figure 13. Workforce Advancement for Women by Overall Industry Workforce and National Average

■ National Average   ■ Overall Industry Workforce

Promotion Rate: National Average 12%, Overall Industry Workforce 11%

Transfer Rate: National Average 10%, Overall Industry Workforce 6%

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.
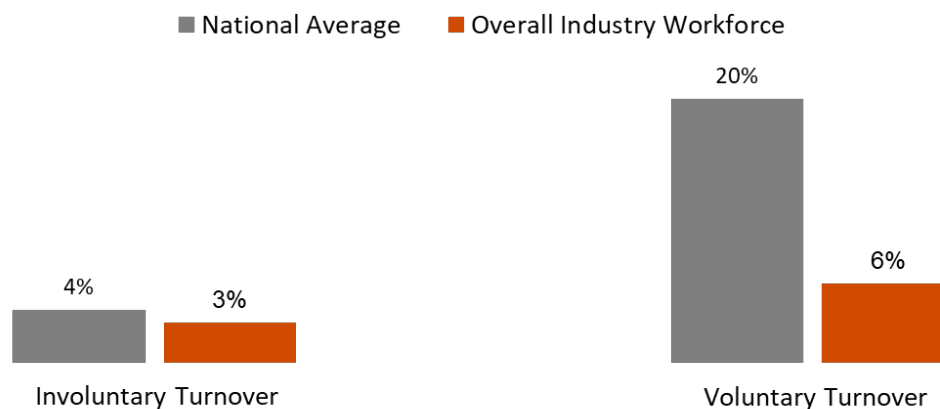National Average indicates US benchmark data across industries represented in Saratoga.

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

■ National Average   ■ Overall Industry Workforce

Involuntary Turnover: National Average 4%, Overall Industry Workforce 3%

Voluntary Turnover: National Average 20%, Overall Industry Workforce 6%

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 pulled from Saratoga.

Figure 15. Talent Turnover for Women by Overall Industry Workforce and National Average
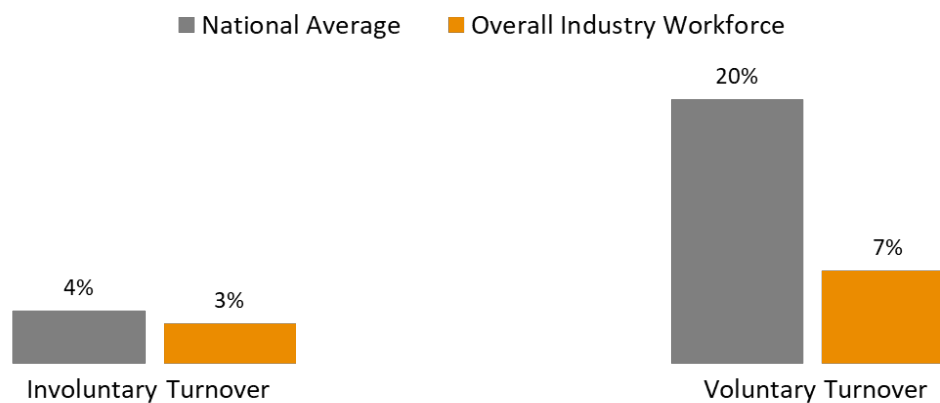
■ National Average   ■ Overall Industry Workforce

Involuntary Turnover: National Average 4%, Overall Industry Workforce 3%

Voluntary Turnover: National Average 20%, Overall Industry Workforce 7%

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 pulled from 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 10).

- Nearly half (47%) of all industry hires in 2021 were women, 21 percentage points less than the national average. Global events, including the pandemic and she-cession, are likely impacting industry recruitment rates for women (see Figure 11).

- **Promotions**:
  - People of color were promoted at a higher rate (14%) than the national average (10%) (see Figure 12).
  - Women were promoted at a slightly lower rate than the national average of 12% (see Figure 13).

- **Transfers**:
  - People of color were transferred to new positions at the same rate as the national average (see Figure 12).
  - Women were transferred at a lower rate than the industry average (10%) (see Figure 13).

- **Involuntary Turnover**:
  - The involuntary turnover rate for people of color was 3% for the industry, which is 1 percentage point less than the national average (see Figure 14).
  - The involuntary turnover rate for women was also 3% for the industry, which is 1 percentage point less than the national average (see Figure 15).

- **Voluntary Turnover:**
  - The voluntary turnover rate for people of color was 6% for the industry, a significant 14 percentage points less than the national average (see Figure 14).
  - The voluntary turnover rate for women was 7% for the industry, a significant 13 percentage points less than the national average (see Figure 15).
  - It's good news 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.

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Leading Practices to Champion DEI

Companies that demonstrate their commitment to DEI have a distinct advantage over companies that do not. At a time when workforces have been impacted by economic upheaval, dwindling returns and highly visible social justice movements, recruiting, advancing and retaining top talent is more crucial than ever before. Heightened public scrutiny and employee expectations for companies have dovetailed with growing investor interest in ESG factors, including workforce DEI. In addition, an extensive body of trusted research demonstrates that a diverse and inclusive workforce drives better business outcomes

and enhances brand reputation. Growing social awareness has also highlighted the reality that many organizations need more consistent, standard metrics in place to track progress and report results.[5]

The 2022 survey addressed many different DEI practices and policies. In the following section, we highlight the most and least common practices and activities that organizations are pursuing to improve representation of women and communities of color, including executive involvement and manager engagement.

DEI Practices and Activities
Companies use a variety of tactics to promote DEI in the workplace. In doing so, implementing a data-driven approach helps organizations create a baseline of current practices, which they can then use to measure progress toward goals over time.

On a national level and across many industries and sectors, the actions companies used most frequently in 2021 with regard to DEI included:

- Conduct DEI-focused employee listening sessions, such as surveys and focus groups.
- Increase staff dedicated to DEI.
- Increase DEI budgets.
- Establish new avenues for reporting DEI complaints.
- Disclose DEI metrics publicly.
- Invest more in employee resources and affinity groups.[6]

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[5] Source: PwC: Getting serious about diversity and inclusion as part of your ESG reporting

[6] Source: SHRM: 12 Ways Companies Are Boosting Their DEI, 2022

The table below shows DEI practices and activities employed most frequently by survey respondents.

Most Common DEI Practices and Activities	Overall Industry Workforce	Operators	Programmers	Suppliers
Aligned its diversity strategy with its business goals and objectives	94%	86%	100%	100%
Routinely checked for and acted to close gender and race/ethnicity gaps in hiring rates	87%	71%	100%	100%
Provided diversity and inclusion training in calendar year 2021	87%	86%	80%	100%
Offered mentoring programs for women	71%	86%	60%	33%
Put a program in place that supports employees volunteering their time to support efforts related to social justice and/or racial equality	69%	71%	100%	33%
Created a corporate sustainability/social responsibility mandate	63%	100%	40%	33%
Least Common DEI Practices and Activities				
Offered mentoring programs for people of color	57%	83%	60%	33%
Offered programs with a focus on global/international diversity within the organization	57%	23%	80%	100%
Engaged in sponsorship programs for women and people of color	53%	57%	80%	0%
Linked the bonus/incentive pay for management to the achievement of organizational diversity goals	31%	50%	20%	0%

More than 70% of participating organizations engage in this activity
Between 40-70% of participating organizations engage in this activity
Less than 40% of participating organizations engage in this activity

At 94%, nearly all respondents have aligned their diversity strategy with business goals and objectives. This is a key factor in creating more diverse and inclusive workplaces. Advancing goals connected to broader organizational imperatives creates greater clarity around expectations and helps ensure DEI is embedded into the culture of an organization.

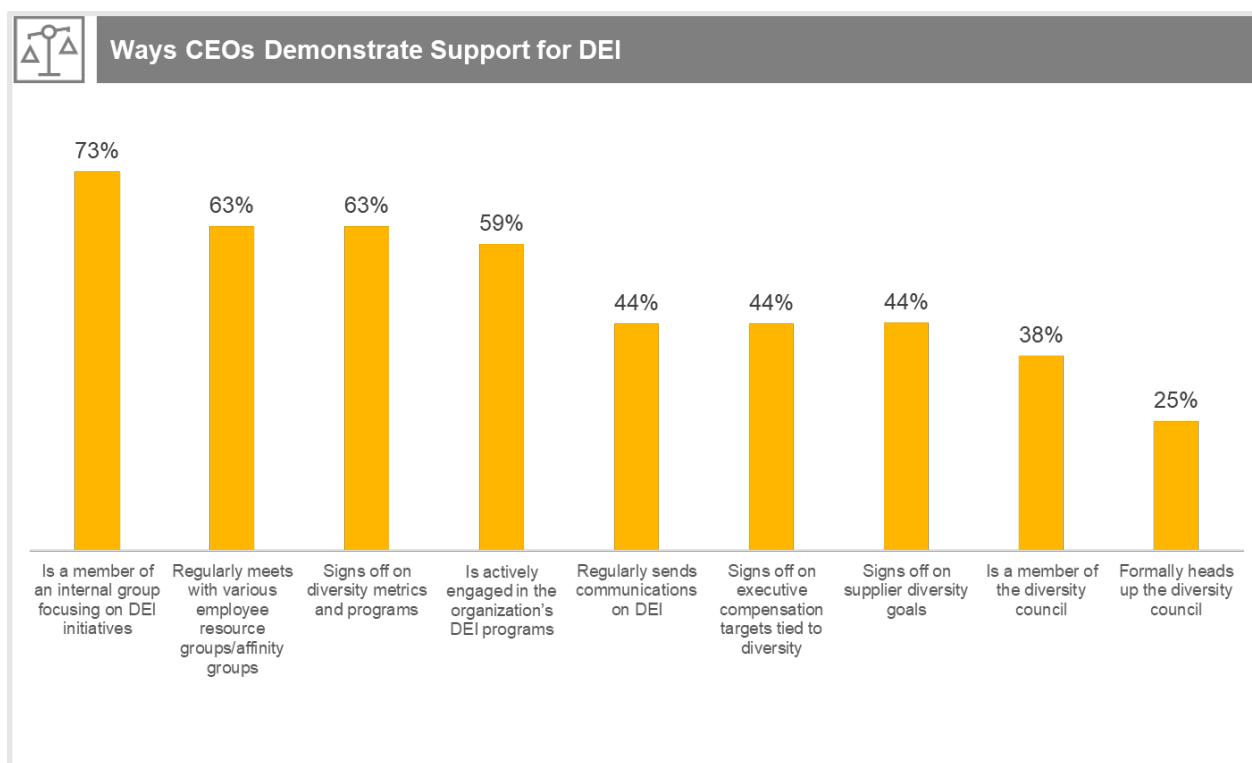Many survey respondents are also engaging in two additional and important DEI activities:
- Routinely checking for and taking steps to close gender and race/ethnicity gaps in hiring rates
- Providing diversity and inclusion training to employees

Among opportunities to strengthen our industry's DEI practices, mentoring is a proven and effective step companies can take to create more inclusive environments. Seventy-one percent of survey respondents report offering mentoring programs for women and 57% report offering mentoring programs for people of color. Diverse employees have historically benefitted from mentorship. Research has found that it can increase the confidence and satisfaction women and underrepresented groups feel in the workplace. Moreover, a study found that 67% of women and people of color participate in

mentoring programs when they are offered, and 32% stated their mentoring relationship was "extremely important" to them. This demonstrates demand for mentoring among diverse employees.[7]

Executive Involvement

While HR staff often bear the responsibility for DEI-related initiatives, everyone within an organization must take ownership of making a workplace diverse, equitable and inclusive. We also know that, as the ultimate decision-maker, the CEO has outsized influence in the effectiveness of DEI initiatives. Leaders who engage in these best practices from the highest levels leverage their influence and success for the benefit of others and, ultimately, for the benefit of their companies.[8]

Ways CEOs Demonstrate Support for DEI

Category	Percentage
Is a member of an internal group focusing on DEI initiatives	73%
Regularly meets with various employee resource groups/affinity groups	63%
Signs off on diversity metrics and programs	63%
Is actively engaged in the organization's DEI programs	59%
Regularly sends communications on DEI	44%
Signs off on executive compensation targets tied to diversity	44%
Signs off on supplier diversity goals	44%
Is a member of the diversity council	38%
Formally heads up the diversity council	25%

Among survey respondents, 73% report that their CEO or another C-Suite leader is a member of an internal group focusing on DEI initiatives, and 59% report that this executive is actively engaged in the organization's DEI programs.

Common activities for industry CEOs include regularly meeting with employee resource groups and signing off on diversity metrics and programs. It is less common for the CEO to lead or serve as a member of the diversity council or to sign off on supplier diversity goals.

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[7] Source: Heidrick and Struggles, Women and Minorities Value Mentoring Programs, But Findings Reveal Opportunities for Improved Effectiveness, 2017

[8] Source: Forbes, Diversity, Equity And Inclusion Considerations For Every CEO, 2021

Engaging Middle Management

Middle managers are focused on their team performance and the individual contributors of that team. They often have the closest relationship with their direct reports and are therefore able to make an impact on DEI within their team. Our survey showed a high percentage (93%) of mid-level managers receive DEI training. Only 37% of middle managers, however, formally provide support in the execution of DEI strategies and only 19% track diversity-related measures. Intentionally engaging middle managers in these efforts is an opportunity for our industry to create more inclusive cultures, overall.

93%	37%	19%
Mid-level managers received mandatory or voluntary DEI Training	Mid-level managers provided support in the execution of DEI strategies	Mid-level managers tracked diversity-related measures

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What You Can Do

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

- **Take a data-driven approach**

  To overcome several common barriers to implementing and tracking DEI initiatives, executives should embrace three leading practices: construct an inspiring story that embodies the organization's DEI efforts and successes; engage the right leaders in communicating those stories; and take a data-driven approach. Organizations that are successful in executing these practices will be better able to communicate their commitment and progress, increase employee engagement, manage associated risk, and ensure their efforts are achieving their goals — while also improving their reputation and performance, as well as gaining greater interest from investors.[9]

- **Embed diversity into hiring practices and policies**

  For every open position, mandate candidate pools be as diverse as possible and ensure hiring panels are also diverse. New and proactive recruiting strategies will help re-engage women and people of color who were disproportionately impacted by the pandemic and she-cession. Offering competitive salaries, as well as flexible work accommodations (e.g., telecommuting and hybrid work schedules), will be important when recruiting both women and people of color. Savvy organizations with a demonstrable commitment to DEI will ultimately benefit from an enormous and underutilized talent pool.

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[9] Source: PwC: Getting serious about diversity and inclusion as part of your ESG reporting

- **Retain your talent**

  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.[10]

  Inclusion is the degree to which employees feel supported, accepted and empowered to make meaningful contributions and it 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 and continue to measure. The data will help tell the organization's story and drive its impact.

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About

NAMIC

The National Association for Multi-ethnicity in Communications (NAMIC) is the premier organization focusing on cultural diversity, equity, access 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.

The WICT Network

The WICT Network Is a nonpartisan organization whose mission is to create women leaders that transform our industry. We do this by providing unparalleled professional development programs, commissioning original gender research, and supporting a B2B network that helps advance women. For more than 40 years, The WICT Network has partnered with media, entertainment and technology companies to help build a more robust pipeline of women leaders. Founded in 1979, and now over 10,000 members strong, The WICT Network is the largest and oldest professional association serving women in media.

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

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[10] Source: PwC, Global Workforce Hopes and Fears Survey, 2022

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.

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 clients 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.