

2022

PAR INITIATIVE

EXECUTIVE REPORT



The WICT
Network

Empowering Women
in Media, Entertainment and Technology



The WICT Network
PAR Initiative

UNDERWRITTEN BY





Foreword

For nearly two decades, The WICT Network has been measuring workforce demographics in the industry as part of our PAR Initiative. Our goal is to use collective data to help companies better recruit, retain and advance women. We do this by sharing best practices and benchmarking progress, because we know that strong workplace diversity and inclusion tactics increases company performance, innovation and profitability.

Along with our diversity partners at NAMIC, and through the generous support of the Walter Kaitz Foundation, we pool our resources to ensure media, entertainment and technology companies have the most current data to gauge and measure areas of success, as well as highlight any areas of opportunity. Few industries can tout the level of commitment and transparency it takes to participate in such a survey. We are eternally grateful to all of the 2022 participants.

- ▶ **Representation of women in the industry workforce increased by 5 percentage points despite the she-cession.**

Representation of women increased from 33% to 38% since our last report in 2019. This is particularly noteworthy as the pandemic disproportionately impacted employment for women.

- ▶ **Forty-seven percent of new hires were women.**

Women comprised 47% of all new talent recruited at the media, entertainment and technology companies who participated in this survey. Having a diverse set of qualified candidates helps ensure the potential for diverse hires.

- ▶ **Women were retained at higher levels than the national average.**

The fact that our industry was able to retain women at levels higher than the national average despite the COVID-induced Great Resignation (a time when dissatisfied employees left their jobs in high numbers), is a testament to the companies in this industry and the care they take to provide an inclusive work environment for their employees.

We encourage our stakeholders to read our full report to gain a better understanding of diversity, equity and inclusion (DEI) best practices and to continue to set the bar high within their organizations to ensure that women have an equal opportunity to participate and thrive in the workplace.



Maria E. Brennan, CAE

President & CEO

The WICT Network



Contents

About This Report	1
Global Influences on DEI and the Impact on Women	2
Executive Summary	5
The Business Case for Diversity	5
Representation of Women	6
Female Representation Over the Years	7
Female Representation by Industry Sector	8
Representation of Women of Color	10
Female Representation in Key Industry Jobs	12
Representation of Women of Color in Key Industry Roles	14
Recruitment, Advancement and Turnover of Women	16
Young Professional Women	18
2022 Industry Scorecard	21
Key Findings for Operators	26
Key Findings for Programmers	30
Key Findings for Technology Suppliers	34
PAR Findings	37
Other Dimensions of Diversity	42
LGBTQ+ Employees in the Workplace	42
Veterans Returning to the Civilian Workforce	43
People with Disabilities	44
Top Companies for Women to Work	46
Conclusions	47
What You Can Do	49
Appendix	50
Survey Methodology	50
About The WICT Network	50
2022 The WICT Network Board of Directors	51
About The Walter Kaitz Foundation	52
About PwC	52
Definition of Terms	53



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About This Report

The WICT Network and the National Association for Multi-Ethnicity in Communications (NAMIC) once again partnered to conduct the 2022 iteration of the Industry Diversity Survey, a combination of The WICT Network's Pay Equity, Advancement Opportunities and Resources for Work/Life Integration (PAR) Initiative and NAMIC's Advancement Investment Measurement (AIM) survey. The survey was administered by PwC as a third-party expert, with the support of the Walter Kaitz Foundation as the underwriter of the survey. The following report details the results of The WICT Network's PAR Workplace Diversity Survey.

Since 2003, The WICT Network PAR Initiative has measured the status of women employees in media, entertainment and technology companies. With an overarching goal of achieving stronger gender diversity in the industry, the initiative helps companies set goals, institutionalize policies, measure progress, and achieve results. This year's survey results provide an outlook on the current state of gender diversity in the industry. The accompanying list of Top Companies for Women to Work was derived from a scoring methodology developed by The WICT Network consisting of a mix of quantitative and qualitative survey responses provided by survey participants.

Survey Participants

For this year's report, 18 media, entertainment and technology companies responded to the survey and identified themselves as either programmers,

multi-system operators (MSOs) or suppliers. The 14 operator and programmer companies that responded to the survey represent more than 216,000 U.S. employees, or approximately 69% of the roughly 314,000 employees in the United States. This percentage suggests that the survey results are representative of the industry. In addition, the four suppliers that responded to the survey represent more than 36,000 U.S. employees.

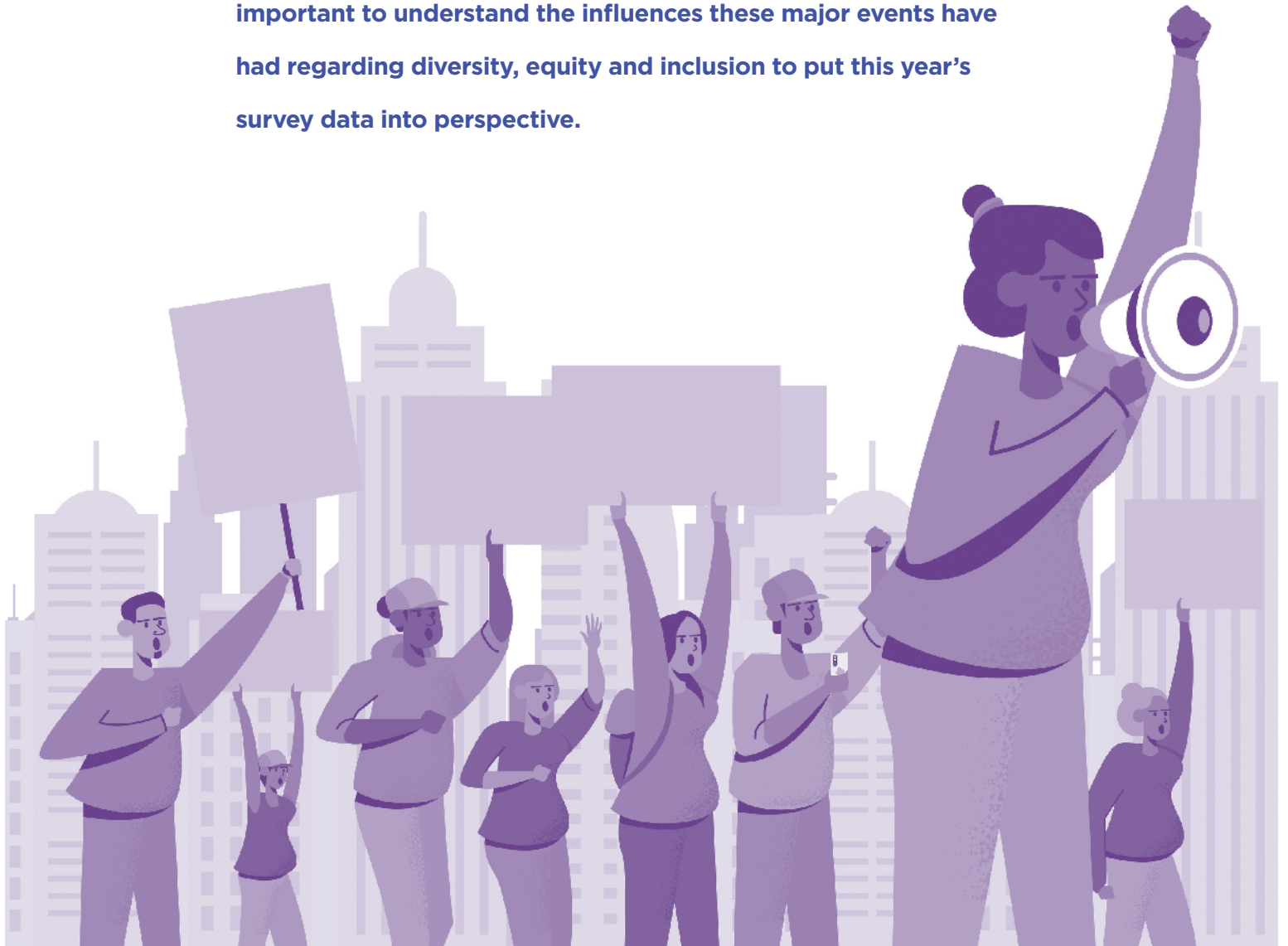
Of the 18 participating organizations, seven are multi-system operators (MSOs), seven are programmers and four are industry suppliers. Fourteen survey-over-survey organizations participated in both the 2019 and 2022 PAR Initiative surveys. The 2022 survey captured information on diversity at the highest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

Data Sources

The survey captured diversity practices and commitment to diversity and inclusion in the industry, as well as the prevalence of non-traditional employee benefits. While the survey was conducted in 2022, survey respondents were asked to report on 2021 workforce data for a variety of job categories. This is consistent with how the survey has historically been conducted. Unlike previous years where the data was labeled the same year as the report, a conscious decision was made to label the 2022 data as 2021 to emphasize that the report represents the first measurements since the global pandemic. National benchmark data was generated by PwC's Saratoga, a benchmarking tool that covers more than 40 years of history and measurement from over 2,000 customers globally.

Global Influences on DEI and the Impact on Women

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





#MeToo and #TimesUp

The #MeToo and #TimesUp movements took center stage in 2017 and continue to influence society today. These social justice movements raised awareness of sexual discrimination and misconduct toward women and helped reduce impediments for women at work. A 2021 report¹ shows that, because of these movements, women are now less likely to leave their jobs and face less discrimination and sexual harassment. Nearly half of Americans say the attention to sexual misconduct had a positive impact on the U.S. overall, and 61% think it has been beneficial for women.

Social Justice

Throughout 2020, the U.S. witnessed a massive social justice movement with Black Lives Matter protests that sprung up across the country in response to police killings of Breonna Taylor, George Floyd, and many other Black people. Demands for social justice were made from all corners of society and policy changes have taken place.² Our society now has evidence that an impact can be made from speaking out and making our voices heard.

Corporate Responsibility

Demand for a strong focus on environmental, social and governance (ESG) efforts is gaining momentum and is among the trends driving the need for sustainable business practices. Workers want more support in translating ESG considerations to their work. Employees are demanding that companies

look beyond financial performance to broader ESG considerations—particularly regarding transparency. The area in which employees say that transparency is most important is the company's record on protecting worker health and safety. This is largely related to the pandemic and the need to re-create working environments with public health in mind. Nonetheless, economic impact, workplace diversity and environmental impact weren't far behind.³

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.⁴

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.⁵ 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.

¹ Source: AP-NORC Center for Public Affairs Research, Four years later, most believe women have benefited from the #MeToo movement, October 2021

² Source: Refinery29, How The Struggle For Social Justice Shaped 2020, 2020

³ Source: PwC, Global Workforce Hopes and Fears Survey, 2022

⁴ Source: SHRM, Nearly 2 million fewer women in labor force, 2022

⁵ Source: SHRM, Nearly 2 million fewer women in labor force, 2022



Executive Summary

The Business Case for Diversity

Studies show that teams with an equal gender mix perform significantly better in terms of both sales and profits. The value of diverse viewpoints, ideas and skill sets can be felt across an organization in several impactful ways. According to a 2021 report from USAID,⁶ an independent agency of the U.S. government, the equal involvement of women in the workplace contributes to:

- ▶ **Increased profitability and organizational performance**

Research shows that the top 25% of companies in male-dominated industries that have the most gender diverse executive leadership teams are 47% more profitable than those in the bottom 25%.

- ▶ **Improved productivity and economic growth**

Excluding women from the workforce leads to inefficient economies, unequal growth, and missed opportunities for development. It has

been estimated that achieving gender parity in the workplace could add as much as \$12 trillion to the global economy.⁷

- ▶ **Resilient workplaces**

Companies with gender-diverse boards outperform those with no women in terms of share price performance during times of crisis or volatility. Companies with greater gender diversity are better able to recruit and retain top talent, helping make them more versatile and resilient.

- ▶ **Enhanced reputation and ability to attract and retain talent**

Companies with strong gender inclusion have improved employee satisfaction and reduced employee turnover and absenteeism.

- ▶ **Innovation**

Inclusive business cultures lead to 59% increase in creativity, innovation and openness, and 38% better assessment of consumer demand.



6 Source: USAID, Developing a Business Case for Gender Equality, October 2021

7 Source: McKinsey Global Institute, How advancing women's equality can add \$12 trillion to global growth, September 2015

Representation of Women

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

Based on survey participant data, the industry representation of women in the workplace averaged 38%, up from 33% since our last report in 2019 (see Figure 1). 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:** Female representation at the board of directors level was 22% in 2021, a decrease of 2 percentage points since the 2019 survey.
- ▶ **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 females 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%, an increase of 9 percentage points since 2019.

Figure 1. 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.

Female Representation Over the Years

Despite small gains over the years and across levels, female representation in the industry has not changed significantly since The WICT Network began measuring these statistics in 2006. Looking back at the average female representation reported for each of The WICT Network PAR Initiative surveys over the years (see Figure 2), the data show that for the overall industry, the representation of women has fluctuated, with a high of 43% in 2011 and a low of 33% in 2019. Compared to the date of first measurement in 2006 to the present, the percentage has increased slightly from 37% to 38%. For various job roles, the representation of women has also gone up and down over the years:

- ▶ **Board of Directors:** In 2011, when this data point was first included in the survey, representation was at 20%. It hit a high of 29% two years later but has dropped to 22% in 2021.
- ▶ **Executives/Senior Managers:** Representation of women at the more senior level has had a fairly steady increase over the years, with a high of 37% in 2021 and a low of 23% in 2008.
- ▶ **Managers:** Women represented a high of 42% in manager positions in 2021 and a low of 35% in 2019.
- ▶ **Professionals:** Women hit an all-time high in 2021 with 46% representation in professional positions, compared to a low of 35% in 2015.



Figure 2. Female Representation Over the Years by Position

Position	2021	2019	2017	2015	2013	2011	2009	2008	2007	2006
Board of Directors	22%	24%	28%	24%	29%	20%	--	--	--	--
Exec/Sr. Managers	37%	35%	36%	32%	28%	30%	25%	23%	28%	29%
Managers	42%	35%	36%	36%	37%	41%	36%	37%	36%	37%
Professionals	46%	37%	36%	35%	38%	41%	40%	40%	38%	40%
Overall Industry Workforce	38%	33%	34%	34%	34%	43%	36%	36%	36%	37%

Notes: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. 2021 average results shown. Corresponding data from previous The WICT Network PAR Surveys were prepared by a third-party provider.

Female Representation by Industry Sector

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

For female representation by industry sector, Figure 3 provides a breakout of the percentage of women employed in various positions in 2021. Overall, women held 51% of jobs at programmers, 31% at MSOs and 25% at suppliers. Representation by role was:

- ▶ **Board of Directors:** The percentage of women in board of directors positions was higher for MSOs (26%) than suppliers (21%) and programmers (16%).
- ▶ **Executives/Senior Managers:** The percentage of women in executive and senior manager jobs was higher for programmers (43%) than suppliers (40%) and MSOs (29%).
- ▶ **Managers:** The percentage of women in managerial roles 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 3. 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. 2019 data prepared by Mercer. Overall Industry Workforce denotes the average of all respondents to this year's survey.

Figure 4. The Change in Female Representation by Industry Sector

Operators				Programmers			
Position	2021	2019	Percentage Point (pp) Change	Position	2021	2019	Percentage Point (pp) Change
Overall Industry Workforce	31%	31%	-	Overall Industry Workforce	51%	46%	+5
Board of Directors	26%	17%	+9	Board of Directors	16%	31%	-15
Exec/Sr. Managers	29%	26%	+3	Exec/Sr. Managers	43%	39%	+4
Managers	33%	31%	+2	Managers	54%	49%	+5
Professionals	32%	32%	-	Professionals	59%	45%	+14

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. 2019 data for Suppliers was not available. Overall Industry Workforce denotes the average of all respondents to this year's survey.

Figure 4 illustrates the changes in female representation by industry sector since our last survey in 2019. The data shows:

- **Operators:** Thirty-one percent of employees at all MSOs surveyed were women in 2021, the same as reported in 2019. Since our last survey, the percentage of women on the board of directors at MSOs surveyed increased by 9 percentage points; the percentage of executives and senior managers increased by 3 percentage points; and the percentage of managers increased

by 2 percentage points. The percentage of professionals stayed the same at 32%.

- **Programmers:** More than half (51%) of employees at the programmers surveyed were women, an increase of 5 percentage points since 2019. Programmers increased employment of women across most roles, except for board members, which dropped 15 percentage points in that same timeframe. Representation of women at the professional level increased 14 percentage points among programmers surveyed.

Representation of Women of Color

The results from this year's survey show that women of color made up 23% of the overall workforce while all women made up 38% of the workforce (as shown in Figure 1). This is 6 percentage points higher than reported in 2019 and noteworthy, given the higher unemployment numbers for women of color, overall, since the pandemic. Representation of women of color was higher for programmers (27%) than suppliers (18%) and MSOs (16%). Figure 5 shows a breakout of the percentage of women of color employed in various positions by industry sector. Representation by role shows:

- ▶ **Board of Directors:** The percentage of women of color in Board of Directors roles was higher for suppliers (11%) than programmers (10%) and MSOs (9%).

- ▶ **Executives/Senior Managers:** The percentage of women of color in executive and senior manager positions was higher for programmers (21%) than MSOs (7%).
- ▶ **Managers:** The percentage of women of color in manager positions was higher for programmers (30%) than for MSOs (12%) and suppliers (8%).
- ▶ **Professionals:** The percentage of women of color in professional positions was higher for programmers (35%) than for suppliers (18%) and MSOs (13%).

Figure 5. Women of Color Representation by Industry Sector

Position	Overall Industry Workforce	Operators	Programmers	Suppliers
Overall Industry Workforce	23%	16%	27%	18%
Board of Directors	10%	9%	10%	11%
Exec/Sr. Managers	15%	7%	21%	0%
Managers	21%	12%	30%	8%
Professionals	24%	13%	35%	18%

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



Figure 6. The Change in Women of Color Representation by Industry Sector

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

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. 2019 data for Suppliers was not available. Overall Industry Workforce denotes the average of all respondents to this year's survey.

For change in representation of women of color by industry sector, the 2022 PAR Initiative survey data compared to the 2019 survey data (see Figure 6) shows:

► **Operators:** Sixteen percent of employees at all MSOs surveyed were women of color in 2021, which is 2 percentage points lower than reported in the 2019 survey. Since the 2019 survey, the percentage of women of color on the board of directors at the MSO companies surveyed increased by 6 percentage points; the percentage of executives and senior managers increased by 2 percentage points; the percentage of

managers increased by 1 percentage point; and the percentage of professionals decreased by 1 percentage point.

► **Programmers:** Twenty-seven percent of employees at the programmers surveyed were women of color, an increase of 7 percentage points since the 2019 survey. Programmers increased women of color employment across all roles, with significant increases in professionals (14 percentage points) and managers (13 percentage points). Executives and boards of directors both increased by 5 percentage points.

Female Representation in Key Industry Jobs

The 2022 PAR Initiative survey captured the prevalence of women in key industry jobs for participating organizations (see Figure 7). Among the eight key jobs examined, women were represented in the following roles in order of highest to lowest percentage:

- ▶ **Call center/customer support:** Women held 68% of call center/customer support roles. Representation of women in these positions was higher for programmers (83%) than MSOs (61%).
- ▶ **Call center/customer support management:** Women held 47% of call center/customer support management jobs. Representation of women in these roles was higher for programmers (56%) than MSOs (41%).
- ▶ **Digital media:** Women held 45% of digital media positions. Representation of women in these jobs was higher for suppliers (80%) than programmers (44%) and MSOs (34%).
- ▶ **Advertising sales:** Women held 30% of advertising sales roles. Representation of women in these positions was slightly higher for programmers (30%) than MSOs (29%).
- ▶ **Technology non-management:** Women held 22% of technology non-management jobs. Representation of women in these roles was higher for suppliers (30%) than programmers (25%) and MSOs (14%).
- ▶ **Enterprise/Business-to-business sales and support:** Women held 23% of enterprise-business-to-business sales and support positions. Representation of women in these jobs was higher for programmers (26%) than suppliers (25%) and MSOs (20%).
- ▶ **Creative and/or content development:** Women held 20% of creative and/or content management roles. Representation of women in these positions was higher for programmers (26%) than MSOs (18%).
- ▶ **Technology management:** Women held 10% of technology management jobs. Representation of women in these roles was higher for programmers (13%) than suppliers (11%) and MSOs (7%).

Figure 7. Female Representation in Key Industry Roles

Position	Overall Industry Workforce	Operators	Programmers	Suppliers
Advertising Sales	30%	29%	30%	--
Call Center/Customer Support	68%	61%	83%	--
Call Center/Customer Support Management	47%	41%	56%	--
Creative and/or Content Development	20%	18%	26%	--
Digital Media	45%	34%	44%	80%
Enterprise/Business-to-Business Sales and Support	23%	20%	26%	25%
Technology Management	10%	7%	13%	11%
Technology Non-Management	22%	14%	25%	30%

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

Figure 8. The Change in Representation of Women in Key Industry Roles

Position	Overall Industry Workforce	Operators	Programmers
Advertising Sales	-24pp	-20pp	-29pp
Call/Customer Support	+15pp	+9pp	--
Call Center/Customer Support Management	+21pp	+9pp	--
Creative and/or Content Development	-17pp	-11pp	-19pp
Digital Media	+9pp	0pp	2pp
Enterprise/Business-to-Business Sales and Support	-15pp	-17pp	-27pp
Technology Management	-3pp	-5pp	-13pp
Technology Non-Management	+17pp	+5pp	0pp

Notes: A dash (--) indicates data was not available. Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. 2019 data for Suppliers was not available. Overall Industry Workforce denotes the average of all respondents to this year's survey.

For change of representation of women in key industry jobs, the 2022 PAR Initiative survey data compared to the 2019 data (see figure 8) shows:

- **Operators:** Compared to 2019, MSOs increased employment of women in call center/customer support positions (9 percentage points), call center/customer support management roles (9 percentage points) and technology non-management jobs (5 percentage points). Compared to 2019, MSOs employed fewer women in advertising sales positions (-20 percentage points), enterprise/business-to-business sales and support roles (-17 percentage

points), creative and/or content development jobs (-11 percentage points) and technology management positions (-5 percentage points).

- **Programmers:** Compared to 2019, programmers increased employment of women in digital media roles (2 percentage points), while decreasing their representation in advertising sales jobs (-29 percentage points), enterprise/business-to-business sales and support positions (-27 percentage points), creative and/or content development roles (-19 percentage points) and technology management jobs (-13 percentage points).



Representation of Women of Color in Key Industry Roles

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

- ▶ **Call center/customer support management:** Women of color held 47% of call center/customer support management jobs. Representation of women of color in these positions was higher for MSOs (50%) than programmers (42%).
- ▶ **Call center/customer support:** Women of color held 35% of call center/customer support roles. Representation of women of color in these jobs was higher for programmers (42%) than MSOs (30%).
- ▶ **Digital media:** Women of color held 28% of digital media positions. Representation of women of color in these roles was higher for suppliers (40%) than programmers (31%) and MSOs (12%).
- ▶ **Technology non-management:** Women of color held 13% of technology non-management jobs. Representation of women of color in these positions was higher for suppliers (21%) than programmers (15%) and MSOs (7%).
- ▶ **Creative and/or content development:** Women of color held 10% of creative and/or content management roles. Representation of women of color in these jobs was higher for programmers (12%) than MSOs (7%).
- ▶ **Enterprise/Business-to-business sales and support:** Women of color held 10% of enterprise-business-to-business sales and support positions. Representation of women of color in these roles was higher for suppliers (14%) than programmers (13%) and MSOs (8%).
- ▶ **Advertising sales:** Women of color held 9% of advertising sales jobs. Representation of women of color in these positions was slightly higher for programmers (10%) than MSOs (7%).
- ▶ **Technology management:** Women of color held 3% of technology management roles. Representation of women of color in these jobs was higher for programmers (5%) than suppliers (2%) and MSOs (2%).

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

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

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

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

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

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. 2019 data for Suppliers was not available. Overall Industry Workforce denotes the average of all respondents to this year's survey.

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

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

sales positions (-8 percentage points), call center/customer support roles (-4 percentage points) and technology management jobs (-2 percentage points).

- **Programmers:** Compared to 2019, programmers increased employment of women of color in digital media positions (7 percentage points), but employed fewer of them in advertising sales roles (-15 percentage points), technology management jobs (-7 percentage points), enterprise/business-to-business sales and support positions (-4 percentage points), and creative and/or content development roles (-4 percentage points).



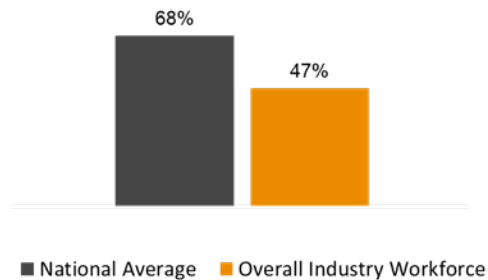
Recruitment, Advancement and Turnover of Women

In this section, all references to overall industry workforce denotes the average of all respondents to the 2022 PAR Initiative survey. All references to national average indicate U.S. benchmark data

across industries pulled from PwC's Saratoga, a benchmarking tool that covers more than 40 years of history and measurement from over 2,000 companies globally.



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



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



Figure 12. Workforce Advancement for Women by Overall Industry Workforce and National Average



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



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



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

- ▶ **Recruitment:** As denoted in Figure 11, nearly half (47%) of all industry hires in 2021 were women, 21 percentage points less than the national average (68%). Global events, including the pandemic and she-cession, likely impacted industry recruitment rates for women.
- ▶ **Promotions:** Eleven percent of women in the industry were promoted in 2021, which is slightly lower than the national average of 12% (see Figure 12).
- ▶ **Transfers:** Six percent of women in the industry were transferred in 2021, which is a lower rate than the national average of 10% (see Figure 12).
- ▶ **Involuntary turnover:** Involuntary turnover of women in the industry was 3%, which is slightly lower than the national average of 4% (see Figure 13).
- ▶ **Voluntary turnover:** Voluntary turnover of women in the industry was 7%, which is 13 percentage points lower than the national average (see Figure 13). This is significant at a time when the Great Resignation led to a record number of employees leaving their jobs in 2021.

Young Professional Women

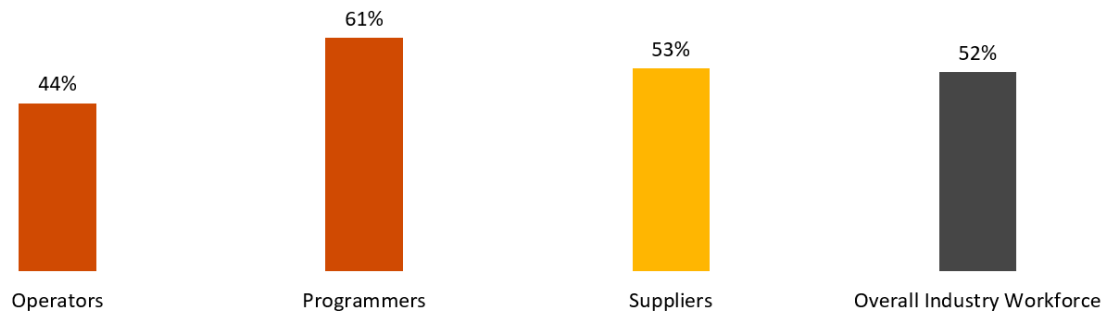
Young professionals include employees who were born on or after January 1, 1983.

Figure 14. Young Professional Women Representation by Industry Sector

Position	Overall Industry Workforce	Operators	Programmers	Suppliers
Overall Industry Workforce	48%	32%	64%	40%
Exec/Sr. Managers	7%	0%	13%	--
Managers	9%	4%	14%	7%
Professionals	18%	7%	28%	26%

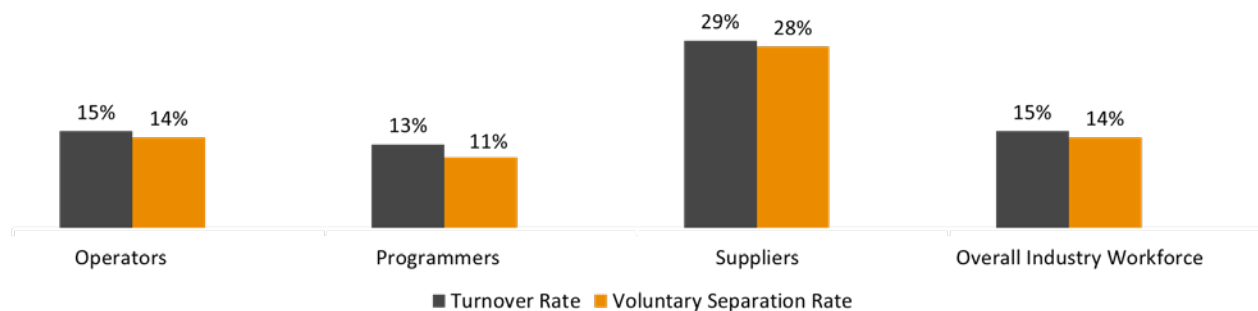
Notes: A dash (--) indicates data were not available. Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey.

Figure 15. Young Professional Women Recruitment by Industry Sector



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

Figure 16. Young Professional Women Turnover and Voluntary Separation Rates



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.



► **Representation** (see Figure 14):

- The 2022 PAR Initiative survey found that young professional women accounted for 48% of the overall industry workforce. They occupied 18% of the professional jobs, 9% of manager jobs and 7% of senior manager jobs.
- Programmers (64%) had higher representation of young professional women than MSOs (32%). MSOs had the lowest percentage of young professional women in professional positions (7%) relative to programmers (28%) and suppliers (26%).

► **Recruitment** (see Figure 15):

- The overall recruitment of young professional women was at 52% in 2021. Programmers and suppliers exceeded the recruitment rate of the industry at 61% and 53%, respectively, while MSOs recruited young professional women at the rate of 44%.

► **Turnover** (see Figure 16):

- **Voluntary turnover:** Voluntary turnover of young professional women in the industry was 14% in 2021, with rates being higher for suppliers (28%) than for MSOs (14%) and programmers (11%).
- **Involuntary turnover:** Involuntary turnover of young professional women in the industry was 15%, with those rates also being higher for suppliers (29%) than for MSOs (15%) and programmers (13%).



2022 Industry Scorecard

Figure 17. Female Representation in the Industry

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Overall Workforce	38%	31%	51%	25%
Professionals	46%	32%	59%	38%
Entry and Mid-Level Managers	42%	33%	54%	31%
Executives and Senior-Level Managers	37%	29%	43%	40%
Boards of Directors	22%	26%	16%	21%

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

Figure 18. Representation of Women of Color in the Industry

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Overall Workforce	23%	16%	27%	18%
Professionals	24%	13%	35%	18%
Entry and Mid-Level Managers	21%	12%	30%	8%
Executives and Senior-Level Managers	15%	7%	21%	0%
Boards of Directors	10%	9%	10%	11%

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

Figure 19. Organizations Engaging in Key Diversity Practices

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Community outreach is related to diversity (e.g., links between organization and educational institutions, government, etc.)	82%	86%	86%	67%
Routinely checks for and acts to close gender and race/ethnicity gaps in hiring rates	87%	71%	100%	100%
Targeted leadership development opportunities (e.g., mentoring, coaching, etc.) are designed to increase diversity in higher-level positions within the organization	79%	67%	100%	67%
Employee attitude/satisfaction/engagement survey includes items that relate to organizational diversity and inclusion	100%	100%	100%	100%
Aligns diversity strategy with business goals and objectives	94%	86%	100%	100%
Routinely checks for and acts to close gender and race/ethnicity gaps in promotion rates	77%	83%	60%	100%
Develops strategies to ensure diversity in suppliers, contractors, etc.	63%	86%	80%	--

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Routinely reviews and acts upon employee attitude/satisfaction/engagement survey responses by gender and race/ethnicity	82%	86%	71%	100%
Routinely checks for and acts to close gender and race/ethnicity gaps in turnover rates	71%	71%	71%	67%
Leadership development opportunities are specifically tailored for women and people of color	71%	71%	43%	33%
Employee affinity groups/ERGs exist in the organization (e.g., employee resource networks, which are groups formed around an aspect of diversity)	59%	57%	57%	67%
Mentoring programs for women and people of color	62%	83%	60%	0%
People managers are held accountable for diversity-related tasks or outcomes in the performance management process	24%	17%	43%	0%
Bonus/incentive pay for management is linked to the achievement of organizational diversity goals	31%	40%	40%	0%
Routinely checks for and acts to close gender and race/ethnicity gaps in performance ratings	47%	29%	57%	67%
Sponsorship programs for women and people of color	53%	57%	80%	0%
Programs with a focus on global/international diversity exist in the organization	57%	20%	83%	100%

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

Figure 20. Organizations with Flexible Working Benefits

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Telecommuting on a part-time basis	65%	57%	57%	100%
Flextime	82%	85%	71%	100%
Telecommuting on a full-time basis	59%	71%	43%	100%
Compressed work weeks	59%	57%	83%	33%
Shift flexibility	29%	43%	29%	0%
Job sharing	82%	14%	71%	100%
On-ramping for elder caregivers or parents re-entering workforce	6%	--	14%	--

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

Figure 21. Ways in Which CEO Demonstrates Support for Diversity Initiatives

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Regularly meets with various employee resource groups/affinity groups	63%	57%	83%	33%
Signs off on diversity metrics and programs	63%	43%	83%	67%
Regularly sends communications on DEI	44%	43%	33%	67%
Signs off on executive compensation targets tied to diversity	44%	43%	50%	33%
Is a member of the diversity council	85%	83%	80%	100%
Signs off on supplier diversity goals	38%	43%	50%	--
Formally heads up the diversity council	25%	29%	33%	--

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

Figure 22. Extent to Which Senior Executives are Actively Involved/Engaged in Diversity and Inclusion Programs/Initiatives

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Extremely	59%	71%	57%	--
Very	24%	0%	29%	67%
Somewhat	6%	0%	--	33%
Slightly	12%	29%	--	--
Not at all	--	--	--	--

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

Figure 23. Organizations Providing Diversity and Inclusion Training

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

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

Figure 24. Mandatory vs. Voluntary Diversity and Inclusion Training

		2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Executive/senior level officials and managers	Mandatory	57%	50%	100%	33%
	Voluntary	36%	50%	--	67%
First/mid-level officials and managers	Mandatory	57%	50%	100%	33%
	Voluntary	29%	50%	--	33%
Non-management employees	Mandatory	59%	43%	35%	33%
	Voluntary	24%	43%	--	33%

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

Figure 25. Training Format for Diversity and Inclusion

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

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

Figure 26. Person Responsible for Spearheading Diversity and Inclusion Initiatives

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

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



Figure 27. Diversity-related Staff and Internal Groups

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Organization has an internal group that focuses on diversity	82%	86%	86%	67%
Organization has an internal group, senior executive (i.e., CEO and/or direct report) is a member of the group	85%	83%	80%	100%
Organization has staff dedicated exclusively to diversity and inclusion	59%	57%	71%	33%
Median number of full-time equivalent employees (FTEs) on staff dedicated exclusively to diversity and inclusion*	1	1	3	0

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

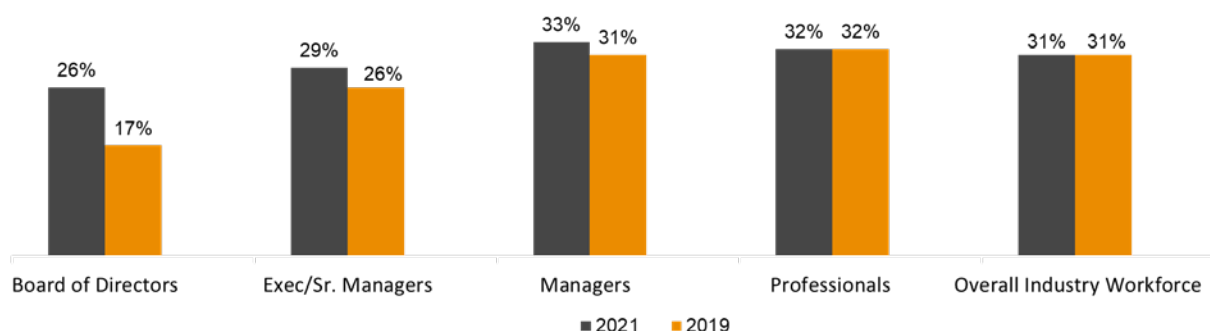
Key Findings for Operators

In this section, all references to changes in representation since our 2019 report refer to data from all survey participants that provided data to support the metric calculation. It should again be

noted that the 2019 report is based on 2018 data and the changes have occurred over a three-year timeframe.

Representation of Women at Operators

Figure 28. Representation of Women at Operators



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.

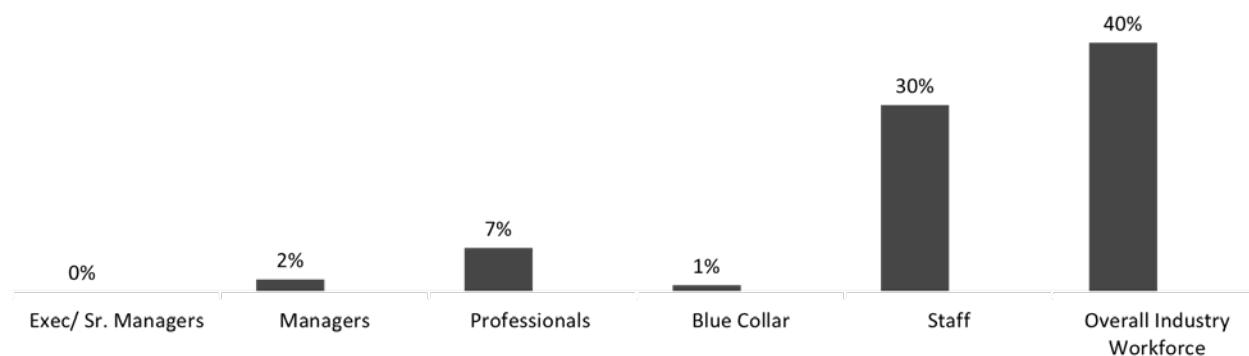
MSOs that participated in the 2022 PAR Initiative survey employ over 204,000 people. The proportion of the overall workforce at MSOs who were women was 31% (see Figure 28) and has remained the same since the 2019 survey.

- ▶ **Board of directors:** 26% of board members at MSOs were women in 2021, which is a significant increase of 9 percentage points since our 2019 report.

- ▶ **Executives and senior-level managers:** 29% of executives and senior managers at MSOs were women in 2021, which is an increase of 3 percentage points from 2019.
- ▶ **Managers:** 33% of managers at MSOs were women in 2021, which is an increase of 2 percentage points from 2019.
- ▶ **Professionals:** 32% of professionals at MSOs were women in 2021, which is the same as reported in 2019.

Representation of Women of Color at Operators

Figure 30. Recruitment of Women at Operators



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.

Women of color constituted 16% of the overall MSO workforce in 2021 (see Figure 29). Since our last report in 2019, the representation of this group has decreased for MSOs by 1 percentage point.

- ▶ **Board of directors:** 9% of board members at MSOs were women of color in 2021, which is an increase of 6 percentage points since the 2019 survey.
- ▶ **Executives and senior-level managers:** 7% of executives and senior managers at MSOs were

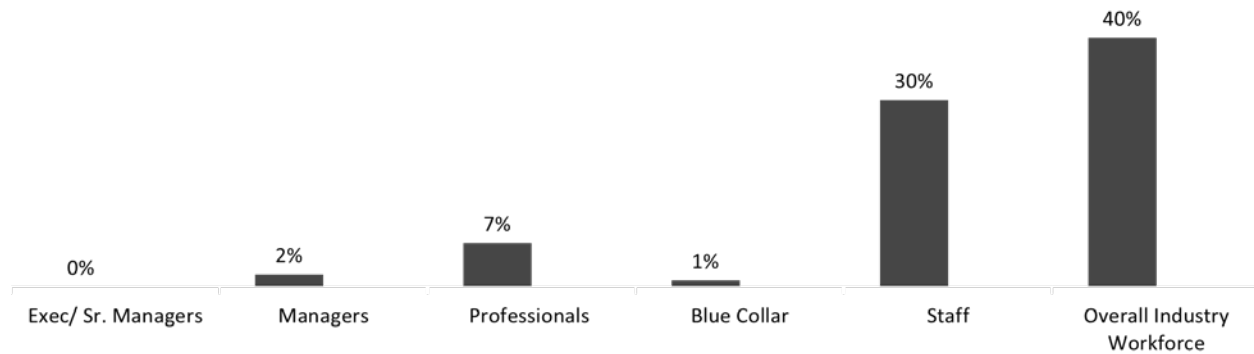
women of color in 2021, which is an increase of 2 percentage points from 2019.

- ▶ **Managers:** 12% of managers at MSOs were women of color in 2021, which is an increase of 1 percentage point from 2019.
- ▶ **Professionals:** 13% of professionals at MSOs were women of color in 2021, which is the same as reported in the 2019 survey.



Recruitment of Women at Operators

Figure 30. Recruitment of Women at Operators



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.

The percentage of women recruited at MSOs was 40% in 2021 (see Figure 30), most of which was driven at the Staff level (30%). Recruitment by other positions is as follows:

- ▶ **Executives and senior-level managers:** 0.2% of executives and senior managers recruited at MSOs were women in 2021.
- ▶ **Managers:** 2% of managers recruited at MSOs were women in 2021.
- ▶ **Professionals:** 7% of professionals recruited at MSOs were women in 2021.

Turnover of Women at Operators

Figure 31. Turnover of Women at Operators



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

Turnover of women at operators in 2021 is as follows (see Figure 31):

- ▶ **Voluntary turnover:** Voluntary turnover of women at MSOs was 8%, which is 1 percentage point higher than the overall industry.
- ▶ **Overall turnover:** Overall turnover of women at MSOs was 10%, which is 4 percentage points lower than the overall industry.

Advancement of Women at Operators

Figure 32. Advancement of Women at Operators



Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. The transfer rate for 2019 was not available. Overall Industry Workforce denotes the average of all respondents to this year's survey.

Advancement of women at operators in 2021 is as follows (see Figure 32):

- **Transfers:** Women at MSOs were transferred at a rate of 6% in 2021.

- **Promotions:** Women at MSOs were promoted at a rate of 12% in 2021, which is 17 percentage points less than reported in 2019.

Diversity Practices at Operators

Seventy one percent of the MSOs that participated in the 2022 survey report that senior executives (i.e., CEO and direct reports) are extremely or very involved or engaged in diversity and inclusion programs and initiatives (see Figure 22). This is lower than the industry average (83%) and programmers (86%), but higher than suppliers (67%).

CEOs at MSOs largely demonstrate support for diversity initiatives through employee engagement (see Figure 21). For example, 83% of MSOs report that their CEO is a member of the diversity council

and 57% report that their CEO regularly meets with employee resource groups.

Forty-three percent of MSOs report that their CEO signs off on diversity metrics and programs, compared to 83% of programmers and 67% of suppliers (see Figure 21). Further, 43% of MSOs report that their CEO signs off on executive compensation targets tied to diversity, compared to 50% of programmers and 33% of suppliers.

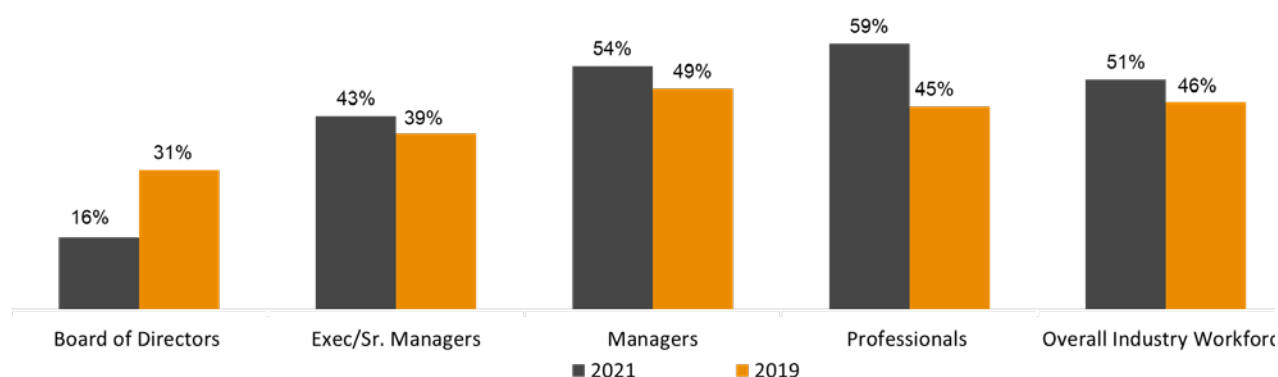
Key Findings for Programmers

In this section, all references to changes in representation since the 2019 survey refer to data

from all survey participants that provided data to support the metric calculation.

Representation of Women at Programmers

Figure 33. Representation of Women at Programmers



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 programmers that participated in the 2022 PAR Initiative survey employ nearly 12,000 people. The proportion of the overall workforce at programmers who were women was 51%, an increase of 5 percentage points since our 2019 survey (see Figure 33).

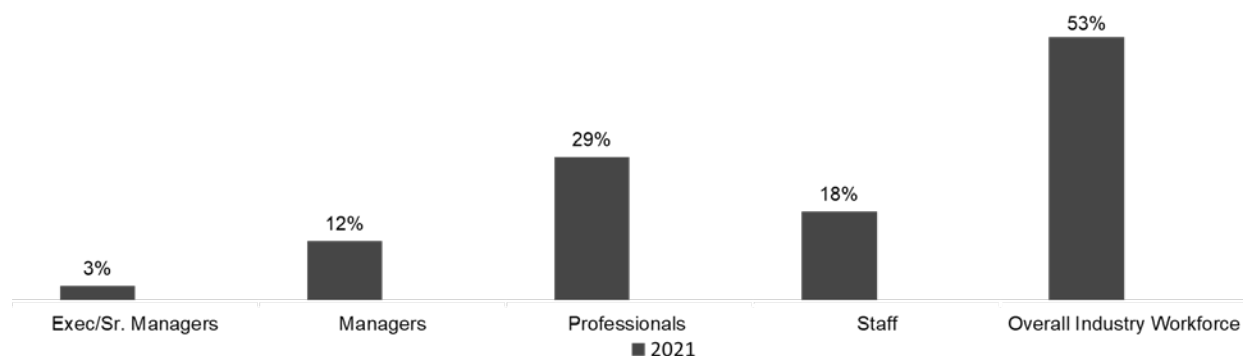
- ▶ **Board of directors:** 16% of board members at programmers were women in 2021, which is a significant decrease of 15 percentage points since the 2019 report.
- ▶ **Executives and senior-level managers:** 43% of executives and senior managers at programmers

were women in 2021, which is an increase of 4 percentage points from 2019.

- ▶ **Managers:** 54% of managers at programmers were women in 2021, which is an increase of 5 percentage points from 2019.
- ▶ **Professionals:** 59% of professionals at programmers were women in 2021, which is a significant increase of 14 percentage points from 2019.

Representation of Women of Color at Programmers

Figure 35. Recruitment of Women at Programmers



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.

Women of color comprised 27% of the programmer workforce in 2021, (see Figure 34), an increase of 7 percentage points since our 2019 report.

- ▶ **Board of directors:** 10% of board members at programmers were women of color in 2021, which is an increase of 5 percentage points since the 2019 survey.
- ▶ **Executives and senior-level managers:** 21% of executives and senior managers at programmers

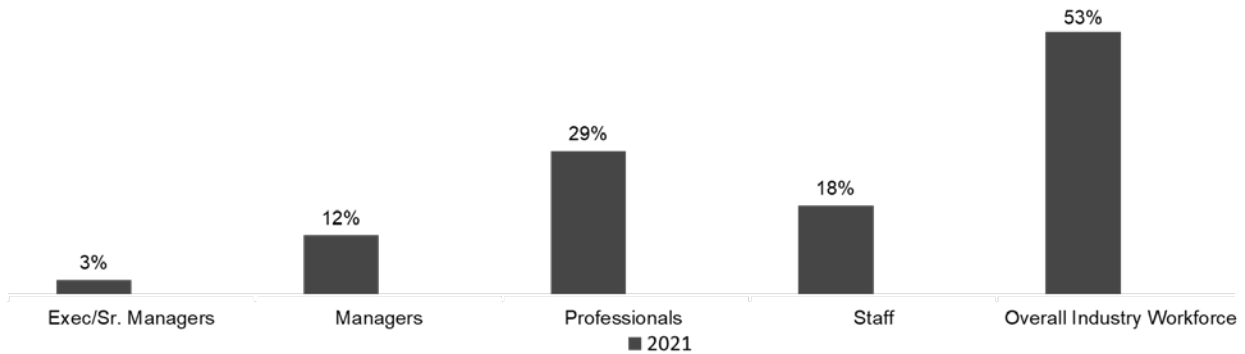
were women of color in 2021, which is an increase of 5 percentage points from 2019.

- ▶ **Managers:** 30% of managers at programmers were women of color in 2021, which is an increase of 13 percentage points from 2019.
- ▶ **Professionals:** 35% of professionals at programmers were women of color in 2021, which is an increase of 14 percentage points from 2019.



Recruitment of Women at Programmers

Figure 35. Recruitment of Women at Programmers



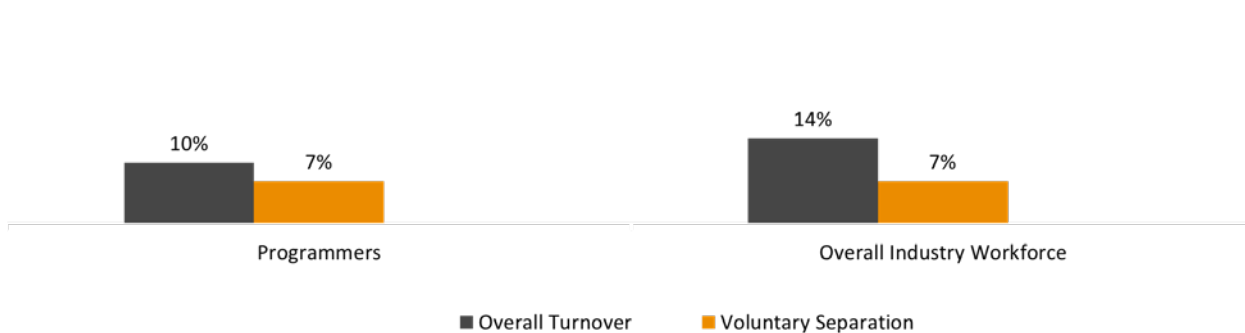
Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey.

The percentage of women recruited at programmers was 53% in 2021 (see Figure 35), with the majority (29%) filling professional roles, followed by staff at

18%, managers at 12% and executives and senior-level at 3%.

Turnover of Women at Programmers

Figure 36. Turnover of Women at Programmers



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

Turnover of women at programmers in 2021 is as follows (see Figure 36):

- ▶ **Voluntary turnover:** Voluntary turnover of women at programmers was 7%, which is the same as the overall industry.

- ▶ **Overall turnover:** Overall turnover of women at programmers was 10%, which is 4 percentage points lower than the overall industry.

Figure 37. Turnover of Young Professional Women at Programmers



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

Turnover of young professional women at programmers in 2021 is as follows (see Figure 37):

- ▶ **Voluntary turnover:** Voluntary turnover of young professional women at programmers was 11%, which is 3 percentage points lower than the overall industry.

- ▶ **Overall turnover:** Overall turnover of young professional women at programmers was 13%, which is 2 percentage points higher than the overall industry.

Diversity Practices at Programmers

Eighty-six percent of the programmers that participated in the 2022 survey report that senior executives (i.e., CEO and direct reports) are extremely or very involved or engaged in diversity and inclusion programs and initiatives (see Figure 22). This is higher than the industry average (83%), MSOs (71%) and suppliers (67%).

CEOs at programmers demonstrate support for diversity by establishing measurable goals and engaging with employees (see Figure 21). For example, 83% of programmers report that the CEO signs off on diversity metrics and programs. This is higher than the industry average (63%), MSOs (43%)

and suppliers (67%). In addition, 83% of programmers report that the CEO regularly meets with various employee resource groups/affinity groups. This is higher than the industry average (63%), MSOs (57%) and suppliers (33%). Eighty percent of programmers report that their CEO is a member of the diversity council.

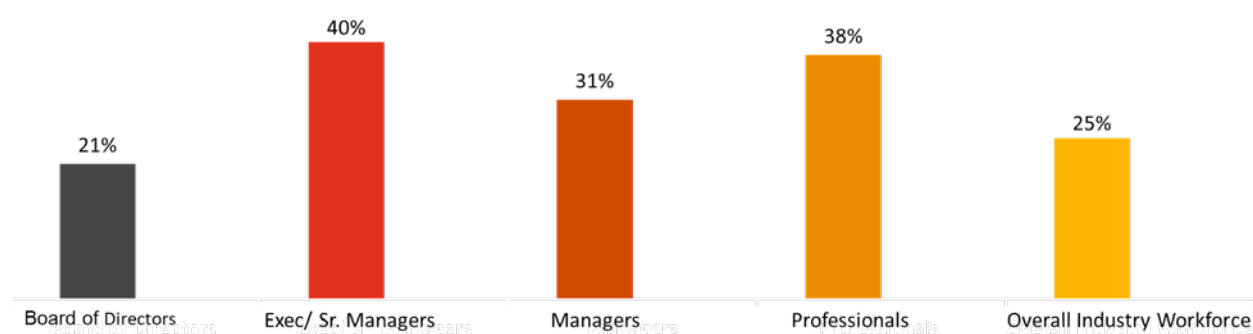
Fifty percent of programmers report that their CEO signs off on executive compensation targets tied to diversity, compared to 43% of MSOs and 33% of suppliers (see Figure 21). Further, 50% of programmers report that their CEO signs off on supplier diversity goals, compared to 43% of MSOs.

Key Findings for Technology Suppliers

In this section, there are no references to changes in year-over-year representation because the 2022 survey was the first year of showcasing supplier data.

Representation of Women at Suppliers

Figure 38. Representation of Women at Suppliers by Position



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 suppliers that participated in the 2022 PAR Initiative survey employ over 36,000 people. The proportion of the overall workforce at suppliers who were women was 25% (see Figure 38).

- ▶ **Board of directors:** 21% of board members at suppliers were women in 2021.
- ▶ **Executives and senior-level managers:** 40% of executives and senior managers at suppliers were women in 2021.
- ▶ **Managers:** 31% of managers at suppliers were women in 2021.
- ▶ **Professionals:** 38% of professionals at suppliers were women in 2021.

Representation of Women of Color at Suppliers

Figure 40. Turnover of Women at Suppliers



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

Women of color constituted 18% of the workforce at suppliers in 2021 (see Figure 39).

- ▶ **Board of directors:** 11% of board members at suppliers were women in 2021.
- ▶ **Managers:** 8% of managers at suppliers were women in 2021.
- ▶ **Professionals:** 18% of professionals at suppliers were women in 2021.

Turnover of Women at Suppliers

Figure 40. Turnover of Women at Suppliers

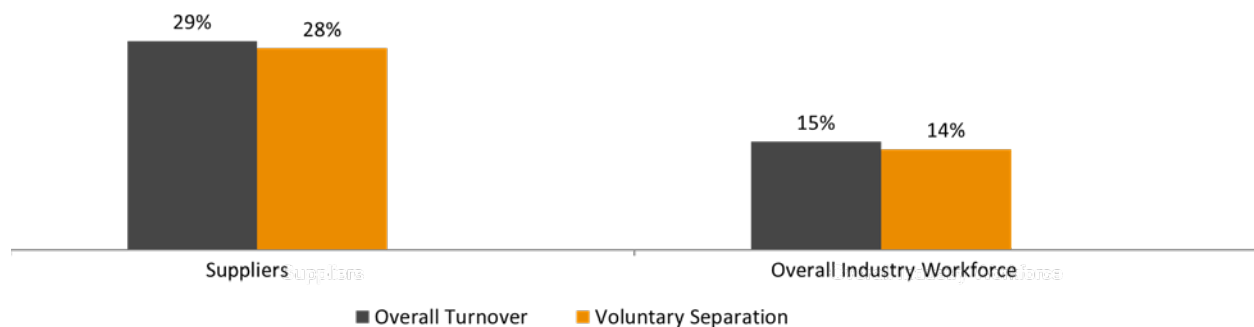


Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. Overall Industry Workforce denotes the average of all respondents to this year's survey

Turnover of women at suppliers in 2021 is as follows (see Figure 40):

- ▶ **Voluntary turnover:** Voluntary turnover of women at suppliers was 5%, which is 2 percentage points lower than the overall industry.
- ▶ **Overall turnover:** Overall turnover of women at suppliers was 16%, which is 2 percentage points higher than the overall industry.

Figure 41. Turnover of Young Professional Women at Suppliers



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

Turnover of young professional women at suppliers in 2021 is higher than the overall turnover in the industry (see Figure 41).

- ▶ **Voluntary turnover:** Voluntary turnover of young professional women at suppliers was 28%, which is 14 percentage points higher than the overall industry.

- ▶ **Overall turnover:** Overall turnover of young professional women at suppliers was 29%, which is 14 percentage points higher than the overall industry.

Diversity Practices at Suppliers

In the 2022 survey, 67% of suppliers report that senior executives (i.e., CEO and direct reports) are extremely or very involved or engaged in diversity and inclusion programs and initiatives (see Figure 22). This is lower than the industry average (83%), MSOs (71%) and programmers (86%).

CEOs at suppliers demonstrate support for diversity initiatives through policies they implement (see Figure 21). For example, 100% of suppliers report that the CEO is a member of the diversity council. This is

higher than the industry average (85%), MSOs (83%) and programmers (80%). In addition, 67% of suppliers report that the CEO signs off on diversity metrics and programs. This is higher than the industry average (63%) and MSOs (43%), but lower than programmers (83%). Sixty-seven percent of suppliers report that the CEO regularly sends communications on DEI. This is higher than the industry average (44%), MSOs (43%) and programmers (33%). No suppliers report that their CEO signs off on diversity goals or formally heads up the diversity council.

PAR Findings

The PAR Initiative actively monitors the use of policies and practices in media, entertainment and technology companies that support pay equity, advancement opportunities, and resources for work/

life integration. In this section, all references to changes in representation since the 2019 survey refer to data from all survey participants that provided data to support the metric calculation.

Pay Equity

Figure 42. Pay Equity

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Gender pay equity is a core part of organization's compensation philosophy/strategy	93%	86%	100%	100%
For organizations that conduct pay equity analyses, the approach relies on a robust statistical approach (e.g., multiple regression)	86%	86%	80%	100%
Organization has a formalized remediation process to address any pay equity risks identified	100%	100%	100%	100%
Conduct pay equity analyses for women at least annually	53%	57%	40%	67%

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

2022 survey participants reported employing the following strategies for pay equity in order of frequency of use from greatest to least (see Figure 42):

- ▶ **Pay equity is core:** 93% of organizations report that gender pay equity is a core part of their organization's compensation philosophy and strategy. Programmers and suppliers (100%) are more likely than MSOs (86%) to have this strategy.
- ▶ **Remediation process for risks:** 100% of organizations across all industry sectors report having a formalized remediation process to address any pay equity risks identified.

- ▶ **Robust pay equity analyses:** 86% of organizations report that they conduct pay equity analyses with an approach that relies on a robust statistical approach such as multiple regression. Suppliers (100%) are more likely than MSOs (86%) and programmers (80%) to use these analyses.
- ▶ **Annual equity analyses:** 53% of organizations report they conduct pay equity analyses for women at least annually. Suppliers (67%) and MSOs (57%) are more likely than programmers (40%) to conduct these analyses.

Figure 43. Change in Pay Equity Strategies

Position	Overall Industry Workforce	Operators	Programmers
Gender pay equity is a core part of organization's compensation philosophy/ strategy	+12pp	-2pp	+27pp
For organizations that conduct pay equity analyses, the approach relies on a robust statistical approach (e.g., multiple regression)	+13pp	+15pp	+9pp
Formalized remediation process to address any pay equity risks identified	+37pp	+25pp	+50pp
Conduct pay equity analyses for women at least annually	0pp	-29pp	+10pp

Notes: Percentages have been rounded to the nearest whole percent. 2021 average results shown. 2019 data prepared by Mercer. 2019 data for Suppliers was not available. Overall Industry Workforce denotes the average of all respondents to this year's survey.

Emphasis on pay equity strategies has varied since the 2019 survey (see Figure 43).

- **Operators:** Fifty-seven percent of MSOs surveyed report they conduct pay equity analyses for women at least annually (see Figure 42). This is a decrease of 29 percentage points from 2019. Eighty-six percent report that gender pay equity is a core part of the organization's compensation philosophy/strategy (see Figure 42), which is a 2-percentage-point decrease since our last report. For the other two pay equity strategies, MSOs had significant increases from 2019, including an increase of 15 percentage points for conducting pay equity analyses that rely on a robust statistical approach and 25 percentage points for formalized remediation processes to address any pay equity risks identified.

- **Programmers:** Programmers had significant increases in all pay equity strategies compared to 2019. One hundred percent of programmers surveyed report having formalized remediation processes to address any pay equity risks identified (see Figure 42). This is an increase of 50 percentage points since 2019. For all the other pay equity strategies, programmers had significant increases since the last report, including an increase of 27 percentage points for having gender pay equity as a core part of their compensation philosophy/strategy; an increase of 10 percentage points for conducting pay equity analyses for women at least annually; and an increase of 9 percentage points for conducting pay equity analyses that rely on a robust statistical approach.

Advancement Opportunities

Figure 44. Advancement Opportunities

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Routinely check for and act to close gender and race/ethnicity gaps in promotion rates	77%	83%	60%	100%
Targeted leadership development opportunities (e.g., mentoring, coaching, etc.) are designed to increase diversity in higher-level positions within the organization	79%	67%	100%	67%
Leadership development opportunities that are specifically tailored for women and people of color	71%	71%	43%	33%
Mentoring programs for women and people of color	62%	83%	60%	0%
Sponsorship programs for women and people of color	53%	57%	80%	0%

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

2022 survey participants reported employing the following strategies for advancement opportunities in order of use from greatest to least (see Figure 44):

- ▶ **Leadership development programs:** 79% of participating organizations report that they have targeted leadership development opportunities designed to increase diversity at higher levels. Programmers (100%) are more likely than suppliers (67%) and MSOs (67%) to have targeted leadership development opportunities that are designed to increase diversity in higher levels.
- ▶ **Tailored leadership programs:** 71% of organizations have leadership development opportunities specifically tailored for women and people of color. MSOs (71%) are more likely than programmers (43%) and suppliers (33%) to have leadership development opportunities specifically tailored for women and people of color.
- ▶ **Equitable promotions:** 77% of organizations routinely check for and act to close gender and race/ethnicity gaps in promotion rates. Suppliers (100%) are more likely than MSOs (83%) and programmers (60%) to report that they routinely check for and act to close gender and race/ethnicity gaps in promotion rates.
- ▶ **Mentoring programs:** 62% of organizations have mentoring programs for women and people of color. MSOs (83%) are more likely than programmers (60%) and suppliers (0%) to have mentoring programs for women and people of color.
- ▶ **Sponsorship programs:** 53% of organizations have sponsorship programs for women and people of color. Programmers are most likely (80%) to have sponsorship programs for women and people of color, compared to operators (57%) and suppliers (0%).

Resources for Work/Life Integration

Figure 45. Key Resources for Work/Life Integration

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Childcare referral service is offered	65%	57%	71%	33%
Elder care referral service is offered	59%	43%	71%	33%
Telecommuting on a part-time basis is offered	65%	57%	100%	100%
Flextime is offered	82%	85%	71%	100%
Telecommuting on a full-time basis is offered	59%	71%	43%	100%
Compressed workweeks are offered	59%	57%	83%	33%
Backup childcare services (unexpected event) / bring child to work in emergency is offered	47%	43%	71%	0%
Shift flexibility is offered	29%	43%	0%	0%
Job sharing is offered	82%	14%	71%	100%
Child Care center (on-site or near site center) is offered	24%	29%	29%	0%
On-ramping for elder caregivers or parents re-entering workforce is offered	6%	0%	14%	0%

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

For work/life integration resources in the 2022 survey, participating organizations reported the following resources for work/life integration in order of greatest to least (see Figure 45):

- ▶ **Flextime:** 82% of organizations report offering flextime. Suppliers (100%) are more likely to offer flextime than MSOs (85%) and programmers (71%).
- ▶ **Job sharing:** 82% of organizations report offering job sharing. Suppliers (100%) are more likely to offer job sharing than programmers (71%) and MSOs (14%).
- ▶ **Childcare referral:** 65% of organizations report offering childcare referral services. Programmers (71%) are more likely to offer childcare referral services than MSOs (57%) and suppliers (33%).
- ▶ **Telecommuting:** 65% of organizations report offering telecommuting on a part-time basis while 59% offer telecommuting on a full-time basis.
- ▶ **Elder care referral:** 59% of organizations report offering elder care referral services. Programmers (71%) are more likely to offer elder care referral services than MSOs (43%) and suppliers (33%).
- ▶ **Compressed workweek:** 59% of organizations report offering compressed workweeks. Programmers (83%) are more likely than MSOs (57%) and suppliers (33%) to offer compressed workweeks.
- ▶ **Backup childcare:** 47% of organizations report offering backup childcare services for unexpected events or bringing children to work in an emergency. Programmers (71%) are more



likely than MSOs (43%) and suppliers (0%) to offer these options.

- ▶ **Shift flexibility:** 29% of organizations report offering shift flexibility. While 43% of MSOs offer shift flexibility, no programmers or suppliers offer this option.
- ▶ **Childcare center:** 24% of organizations report offering childcare centers either on-site or near

the site center. Twenty-nine percent of both MSOs and programmers report offering childcare centers, but no suppliers offer this option.

- ▶ **On-ramping for return:** Only 6% of organizations report offering on-ramping for elder caregivers or parents who are re-entering the workforce. While 14% of programmers offer this option, no MSOs or suppliers report offering on-ramping for returning workers.

Other Dimensions of Diversity

Respondents were asked to provide information on the ways in which their organizations support LGBTQ+

employees in the workplace, veterans returning to the civilian workforce, and people with disabilities.

LGBTQ+ Employees in the Workplace

Figure 46. Ways in Which Organizations Support LGBTQ+ Employees in the Workplace

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Publicized commitment to LGBTQ employees	35%	43%	43%	0%
Employee affinity groups/ERGs	53%	67%	57%	33%
Supervisory training includes sexual orientation and gender identity as topics	47%	57%	43%	33%
Senior-level champion for LGBTQ hiring, development, and retention efforts	24%	29%	14%	33%
Targeted leadership development programs	18%	29%	14%	0%
Mentoring programs	24%	14%	43%	0%
Sponsorship programs	12%	14%	14%	0%

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

Respondents to the 2022 survey supported LGBTQ+ employees in the workplace with the following services in order of greatest to least frequency (see Figure 46):

- ▶ **Employee affinity groups:** 53% of organizations reported providing employee affinity groups/employee resource groups for LGBTQ+ employees. MSOs (67%) were more likely to offer these groups than programmers (57%) and suppliers (33%).
- ▶ **Inclusion training:** 47% of organizations reported providing supervisory training that includes sexual orientation and gender identity as topics. MSOs (57%) were more likely to offer this training than programmers (43%) and suppliers (33%).
- ▶ **Publicized commitment:** 35% of organizations reported providing a publicized commitment to LGBTQ+ employees. MSOs (43%) and programmers (43%) were equally likely to offer this publicized commitment, while suppliers did not (0%).
- ▶ **Senior-level champion:** 24% of organizations reported providing a senior-level champion for LGBTQ+ hiring, development and retention efforts. Suppliers (33%) were more likely to offer senior-level champions than MSOs (29%) and programmers (14%).
- ▶ **Mentoring programs:** 24% of organizations reported providing mentoring programs to LGBTQ+ employees. Programmers (43%) were more likely to offer mentoring than MSOs (14%) and suppliers (0%).
- ▶ **Leadership development:** 18% of organizations reported providing targeted leadership development programs for LGBTQ+ employees. MSOs (29%) were more likely to offer leadership development than programmers (14%) and suppliers (0%).
- ▶ **Sponsorship programs:** 12% of organizations reported providing sponsorship programs to LGBTQ+ employees. MSOs (14%) and programmers (14%) were equally likely to offer sponsorship programs, while suppliers (0%) were not.

Veterans Returning to the Civilian Workforce

Figure 47. Ways in Which Organizations Support the Return of Veterans to the Civilian Workforce

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Public commitment to hire, train, and support veterans	59%	57%	71%	33%
Careers web site includes section on veteran recruitment	29%	57%	14%	0%
Senior-level champion for veteran hiring, development, and retention efforts	24%	43%	14%	0%
Employee affinity groups/ERGs	41%	57%	29%	33%
Dedicated recruiting team	24%	43%	14%	0%
Internal training program designed specifically for veterans	18%	14%	29%	0%
Mentoring programs	35%	57%	29%	0%
Sponsorship programs	6%	14%	0%	0%
Targeted leadership development programs	24%	29%	29%	0%

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

Figure 47 illustrates that participating organizations offered the following services to support veterans returning to the civilian workforce in order of greatest to least frequency:

- ▶ **Public commitment:** 59% of organizations reported providing a public commitment to hiring, training, and supporting veterans. Programmers (71%) were more likely to provide this public commitment than MSOs (57%) and suppliers (33%).
- ▶ **Employee affinity groups:** 41% of organizations reported providing employee affinity groups/employee resource groups for veterans. MSOs (57%) were more likely to offer these groups than programmers (29%) and suppliers (33%).
- ▶ **Mentoring programs:** 35% of organizations reported providing mentoring programs to veterans. MSOs (57%) were more likely to offer mentoring than programmers (29%) and suppliers (0%).
- ▶ **Careers website:** 29% of organizations reported providing a careers website that includes a section on veteran recruitment. MSOs (57%) were more likely to offer website recruiting than programmers (14%) and suppliers (0%).
- ▶ **Senior-level champion:** 24% of organizations reported providing a senior-level champion for veteran hiring, development and retention efforts. MSOs (43%) were more likely to offer senior-level champions than programmers (14%) and suppliers (0%).
- ▶ **Dedicated recruiting team:** 24% of organizations reported providing a dedicated recruiting team for veterans. MSOs (43%) were more likely to offer a dedicated recruiting team than programmers (14%) and suppliers (0%).
- ▶ **Leadership development:** 24% of organizations reported providing targeted leadership development programs for veterans. MSOs (29%) and programmers (29%) were equally likely to offer leadership programs, while suppliers did not (0%).
- ▶ **Training program:** 18% of organizations reported providing an internal training program designed specifically for veterans. Programmers (29%) were more likely to offer a training program than MSOs (14%) and suppliers (0%).
- ▶ **Sponsorship programs:** 6% of organizations reported providing sponsorship programs to veterans. MSOs (14%) were more likely to provide sponsorship programs than programmers (0%) and suppliers (0%).

People with Disabilities

Figure 48. Ways in Which Organizations Support People with Disabilities

	2021 Industry	2021 Operators	2021 Programmers	2021 Suppliers
Public commitment to hire, train, and support people with disabilities	29%	57%	14%	0%
Careers web site includes section on recruitment for people with disabilities	24%	43%	14%	0%
Senior-level champion for hiring, development, and retention efforts for people with disabilities	29%	57%	14%	0%
Employee affinity groups/ERGs	47%	57%	43%	33%
Dedicated recruiting team	18%	29%	14%	0%
Sponsorship programs	6%	14%	0%	0%
Targeted leadership development programs	18%	29%	14%	0%
Internal training program designed specifically for people with disabilities	18%	29%	14%	0%
Mentoring programs	24%	14%	43%	0%

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

Figure 48 illustrates that participating organizations offered the following services to support people with disabilities in order of greatest to least frequency:

- ▶ **Employee affinity groups:** 47% of organizations reported providing employee affinity groups/employee resource groups for people with disabilities. MSOs (57%) were more likely to offer these groups than programmers (43%) and suppliers (33%).
- ▶ **Public commitment:** 29% of organizations reported providing a public commitment to hiring, training, and supporting people with disabilities. MSOs (57%) were more likely to provide this public commitment than programmers (14%) and suppliers (0%).
- ▶ **Senior-level champion:** 29% of organizations reported providing a senior-level champion for hiring, development and retention efforts for people with disabilities. MSOs (57%) were more likely to offer senior-level champions than programmers (14%) and suppliers (0%).
- ▶ **Careers website:** 24% of organizations reported providing a careers website that includes a section on recruiting people with disabilities. MSOs (43%) were more likely to offer website recruiting than programmers (14%) and suppliers (0%).
- ▶ **Mentoring programs:** 24% of organizations reported providing mentoring programs to veterans. Programmers (43%) were more likely to offer mentoring than MSOs (14%) and suppliers (0%).



- ▶ **Dedicated recruiting team:** 18% of organizations reported providing a dedicated recruiting team for people with disabilities. MSOs (29%) were more likely to offer a dedicated recruiting team than programmers (14%) and suppliers (0%).
- ▶ **Leadership development:** 18% of organizations reported providing targeted leadership development programs for people with disabilities. MSOs (29%) were more likely to offer leadership programs than programmers (14%) and suppliers (0%).
- ▶ **Training program:** 18% of organizations reported providing an internal training program designed specifically for people with disabilities. MSOs (29%) were more likely to offer training than programmers (14%) and suppliers (0%).
- ▶ **Sponsorship programs:** 6% of organizations reported providing sponsorship programs to people with disabilities. MSOs (14%) were more likely to provide sponsorship programs than programmers (0%) and suppliers (0%).

Top Companies for Women to Work

Responses to the 2022 PAR Initiative survey were used to identify the leading MSOs and programmers for women to work. Scoring of participating organizations was based on a combination of quantitative and qualitative survey factors, with a larger weight going to quantitative factors. The quantitative factors measure how well an organization is performing in terms of attracting, promoting, and retaining women, while the qualitative factors measure how well an organization is performing in terms of putting in place policies and practices that support a diverse and inclusive work environment.

The key quantitative factors included in the scoring were the representation of women and women of color in executive and management level positions and the degree of parity between men and women in terms of an organization's promotion, hire and exit rates. The key qualitative factors included in the scoring were company policies and practices that indicate a strong commitment to diversity and inclusion (such as the existence of diversity training for all roles and flexible working benefits), as well as company policies and practices that specifically support PAR—i.e., pay equity, advancement opportunities, and resources for work/life integration.

2022 PAR Top Operators for Women to Work

- ▶ Cable One
- ▶ Charter Communications
- ▶ Comcast
- ▶ Cox Communications
- ▶ Midco

2022 PAR Top Programmers for Women to Work

- ▶ A+E Networks
- ▶ AMC Networks
- ▶ NBCUniversal
- ▶ REVOLT
- ▶ Warner Bros. Discovery

Conclusions

The WICT PAR Initiative survey helps media, entertainment and technology organizations in the industry set gender diversity goals, institutionalize policies that promote gender diversity and inclusion, measure progress against goals, and achieve sustainable results. The 2022 survey data reveal important statistics that show progress and areas for opportunity to improve gender diversity, equity and inclusion, including:

- ▶ **Representation of women in the industry**

Representation of women in the industry was at 38% in the 2022 survey, 5 percentage points higher than reported in 2019. When The WICT Network began collecting employment data in 2006, the percentage of women in the industry was 37%. There have been increases and decreases over the past 15 years, but generally speaking, the representation of women in the industry has remained about the same.

- ▶ **Roles of women in the industry**

The 2022 survey data show that women are getting closer to parity when it comes to professional positions (46%) and manager roles (42%), which both increased since the 2019 survey. Women were mostly likely to hold call center/customer support roles and least likely to hold technology management positions. The representation of women in higher level positions is much farther from parity. Women held 37% of executive and senior manager positions and only 22% of board positions, which is 2 percentage points less than reported in 2019.

- ▶ **Women of color in the industry**

In 2021, women of color made up 23% of the industry workforce, 6 percentage points higher than reported in 2019. In addition, representation of women of color increased in all roles during

that time, including professional positions (8 percentage points), manager positions (8 percentage points), executive/senior manager positions (3 percentage points) and boards of directors (6 percentage points). As women of color were impacted most by the she-cession, companies will need to specifically target this group to recruit even more of them back into the workforce.

- ▶ **Talent movement of women**

Women comprised 47% of all new hires in the media, entertainment and technology companies that participated in the 2022 survey, which is 15 percentage points higher than reported in 2019. Promotion and transfer rates were comparable to the overall industry workforce. The turnover rate for women is 9 percentage points lower than it is for the overall industry workforce, which is significant given the impact of the Great Resignation.

- ▶ **Commitment to DEI**

The data shows that 94% of 2022 survey participants have aligned their diversity strategy with business goals and objectives. 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

- ▶ **Leadership involvement in DEI**

Of the companies surveyed in 2022, 83% have senior leaders who are extremely or very involved in DEI programs. 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.



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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.⁸

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

For every open position, mandate that candidate pools are 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.

- ▶ **Retain your talent**

If the Great Resignation has taught employers anything, it is to ensure their workers know they are valued. It is important that organizations 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.⁹

- ▶ **Offer more mentoring and sponsorship programs**

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. In the 2022 survey, 65% of organizations report offering mentoring programs for women and 47% report offering mentoring programs for people of color. Women and women of color would benefit from increased mentorship and sponsorship opportunities.

- ▶ **Go beyond diversity and equity to achieve inclusion of women**

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.

- ▶ **Actively develop tomorrow's female leaders**

Leadership initiatives like The WICT Network's Rising Leaders Program and Betsy Magness Leadership Institute help women in your organization identify career goals and provide guidance and skill development to reach those goals. Nurturing future leaders helps with employee engagement and retention and contributes to diversity at all levels of the organization.

⁸ Source: PwC: Getting serious about diversity and inclusion as part of your ESG reporting
⁹ Source: PwC, Global Workforce Hopes and Fears Survey, 2022

Appendix

Survey Methodology

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

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

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

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

The 2022 survey captured diversity practices and commitment to diversity and inclusion in the industry,

as well as the prevalence of non-traditional employee benefits. Unless otherwise stated, the figures in this report reflect full-time employees at participating organizations who were active, on disability, or on leave of absence, excluding temporary/contingent employees and employees who reside and work outside the U.S. and its territories. Hire rates, promotion rates, and turnover rates in this document refer to rates at the staff level and above (i.e., staff, professionals, managers, and executives/senior managers) and exclude blue collar workers. Young professionals include employees who were born on or after January 1, 1983. People of color include those classified as Hispanic/Latino, Black or African American, Native Hawaiian or other Pacific Islander, Asian, American Indian or Alaskan Native, or two or more races.

Not all survey participants responded to all of the survey questions. Results were calculated based on the number of organizations that responded to a given question. While the survey was conducted in 2022, survey respondents were asked to report on 2021 workforce demographics, by gender and race/ethnicity, for a variety of job categories. This is consistent with how the surveys have historically been conducted. Much of the data included in this 2022 report are labeled as 2021 data to emphasize the impact of the global pandemic. .

About The WICT Network

The WICT Network empowers women in media, entertainment and technology. Our 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 partners with its members 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.

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Michelle Strong

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A+E Networks*

About The Walter Kaitz Foundation

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

About PwC

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

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



Definition of Terms

Advertising Sales — Includes employees in traditional and digital sales.

Blue Collar — Includes production and/or operations workers.

Board of Directors — Includes a group of individuals elected by stockholders at publicly held companies (or elected by members at some nonprofits) and has governance responsibility for the organization.

Call Center/Customer Support — Employees provide customer-facing support and manage billing, installation, cross-marketing, and other communications directly with customers via telephone, e-mail, web-based online chat, fax, or other technologies.

Call Center/Customer Support Management — Includes employees who manage call center/customer support employees.

Compressed Workweeks — Allows full-time employees to work longer days for part of the week or pay period in exchange for shorter days or a day off, each week or pay period.

Creative and/or Content Development — Employees develop and oversee the creation of content, including on-air promotion and production.

Digital Media — Employees develop and operate new content delivery platforms and services, including designing customer interface and running technology that supports new business, such as websites and distributed content platforms. There may be overlap between this category and IT project management and project development.

Disability — An individual with a disability is defined by the ADA as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment.

Diversity and Inclusion Training — Training staff on managing multicultural teams and addressing clients' multicultural business needs.

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

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

Executive/Senior-Level Officials and Managers — Individuals who plan, direct, and formulate policies, set strategy, and provide the overall direction of enterprises/organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, these executives plan, direct or coordinate activities with the support of subordinate executives and staff managers. They include, in larger organizations, those individuals within two reporting levels of the CEO, whose responsibilities require frequent interaction with the CEO. Examples of these kinds of managers are: chief executive officers, chief operating officers, chief financial officers, line of business heads, presidents, or executive vice presidents of functional areas or operating groups, chief information officers, chief human resources officers, chief marketing officers, chief legal officers, management directors, and managing partners.

Executive/Senior Managers — Includes employees who determine policy and direction of the organization or a functional area and direct its activities, usually through other managers. They control the selection of senior employees and the allocation of resources.

First/Mid-Level Officials and Managers — Individuals who serve as managers, other than those who serve as executive/senior level officials and managers, including those who oversee and direct the delivery of products, services or functions at group, regional, or divisional levels of organizations. These managers receive directions from the executive/senior level management and typically lead major business units.

They implement policies, programs, and directives of executive/senior management through subordinate managers and within the parameters set by executive/senior level management. Examples of these kinds of managers are: vice presidents and directors, group, regional, or divisional controllers; treasurers; human resources, information systems, marketing, and operations managers. The first/mid-level officials and managers subcategory also includes those who report directly to middle managers. These individuals serve at functional, line of business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of enterprises/organizations, conveying the directions of higher-level officials and managers to subordinate personnel and, in some instances, directly supervising the activities of exempt and non-exempt personnel. Examples of these kinds of managers are: first-line managers; team managers; unit managers; operations and production managers; branch managers; administrative services managers; purchasing and transportation managers; storage and distribution managers; call center or customer service managers; technical support managers; and brand or product managers.

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

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

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

People of Color — Includes those classified as Hispanic/Latino, Black or African American, Native Hawaiian or other Pacific Islander, Asian, American Indian or Alaskan Native, or two or more races.

Professionals — Most jobs in this category require bachelor and graduate degrees, and/or professional certification. In some instances, comparable experience may establish a person's qualifications. Most occupations in this group are responsible for professional and technical day-to-day activities of the division/company. In some instances, relevant experience is required in addition to the formal qualification. Senior positions may take team leader roles designed around specialist expertise rather than people management. Examples of these kinds of positions include: accountants and auditors; airplane pilots and flight engineers; architects; artists; chemists; computer programmers; designers; dieticians; editors; engineers; lawyers; librarians; mathematical scientists; natural scientists; registered nurses; physical scientists; physicians and surgeons; social scientists; teachers; and surveyors.

Race/Ethnicity — Excludes those classified as Hispanic/Latino from the six race designations. For example, Black or African American should be interpreted as Black or African American (not Hispanic/Latino) and White should be interpreted as White (not Hispanic/Latino).

Shift Flexibility — Allows employees to coordinate with co-workers to adjust their schedules by trading, dropping, or picking up shifts.

Staff — Includes clerical, operational support, and technicians, excluding blue collar employees. Includes employees who perform operational tasks according to specific standards and guidelines. Most occupations in this group require only limited job knowledge or relevant experience.

Technology Non-management — Includes non-management employees who are involved in the integrated planning, design, optimization, and operation of technological products, processes, and services.

Technology Management — Includes management employees who are involved in the integrated planning, design, optimization, and operation of technological products, processes, and services.

Terminations — Includes voluntary and involuntary termination and retirement.

Year-End Revenue — Revenue for the latest completed fiscal year, reported in U.S. dollars.

Revenue includes total sales, earnings, and all other income (pre-tax), which are found on financial statements. Revenue for U.S. operations only, including its territories, is reported.

Young Professionals — Young professionals include employees who were born on or after January 1, 1983.





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