



**Our Foundation for Innovation**



## Our Foundation for Innovation

As we've grown from a startup to a leader in media and technology, **DIVERSITY** and **INCLUSION** fuel our success by helping us **CONNECT** with our customers and communities. This has proven to be our foundation for innovation.



## A Message from Our Leaders

Making meaningful connections is at the heart of what we do at Comcast NBCUniversal. Whether it's our technicians connecting customers to technology that enhances their lives, or our writers bringing their unique perspectives to characters that make us laugh and cry, our team is focused on making meaningful moments happen.

There is power in connecting — this is true on our teams, in our customers' homes, and in the stories we share. At Comcast NBCUniversal, these ties strengthen our business and inspire our innovations. Last year, we shared that diversity and inclusion are our foundation for innovation, and this continues to be true. What also holds true is the impact that our inclusive culture has on our ability to deliver excellence to our customers.

More than ever, the diversity of our workforce and our suppliers strengthens our business and our relationship to our customers and each other. Diversity and inclusion enable us to create rich and authentic programming, and develop products that better serve millions of customers. Our bond with the communities we serve drives our philanthropy, and ensures we are governing our business with diversity and integrity in mind.

The commitment we collectively make to diversity and inclusion connects us to each other, and we consider this a business advantage that makes coming to work at Comcast NBCUniversal special.

**Brian L. Roberts**  
Chairman and CEO  
Comcast Corporation

**David L. Cohen**  
Senior Executive Vice President  
and Chief Diversity Officer  
Comcast Corporation

## OUR WORKFORCE

## Connecting Our People

At Comcast NBCUniversal, our connection to one another motivates and inspires us, strengthening our teams, and shaping our products. We are all on the same team, and by celebrating each other's differences, we know our workforce is stronger.

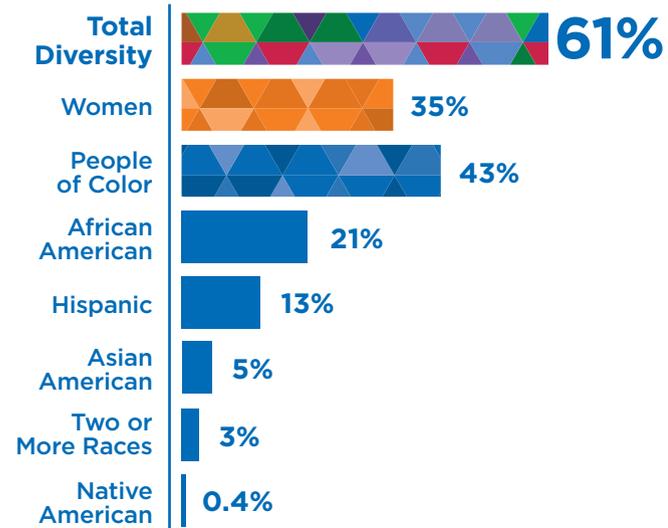
**We want our workforce to reflect the communities we serve. To support this, we have an aspirational goal of 33% people of color and 50% women across all levels of our workforce.**

We thoughtfully engage diverse talent across the company to prepare them for leadership roles, and hire diverse employees who have an excitement for our business.

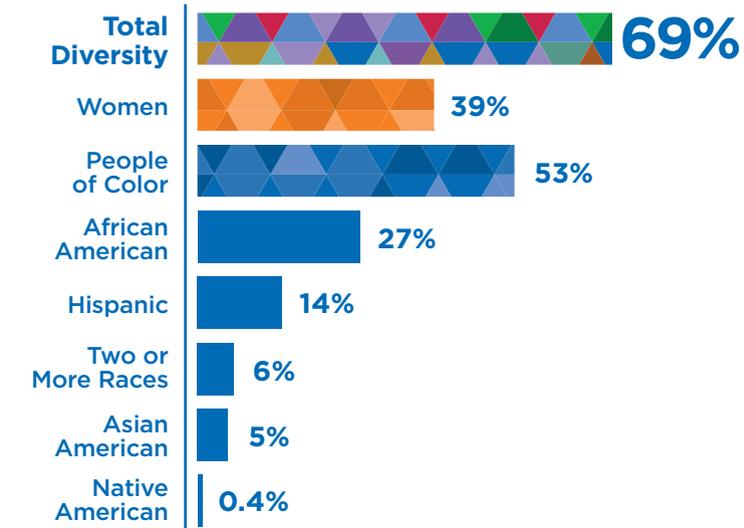
We also hire members of the military community, including veterans, National Guard members, reservists, and military spouses, and we are proud to have made over 6,000 military hires in the past two years alone.



### ► TOTAL WORKFORCE\* (YE 2016)



### ► 2016 NEW HIRES

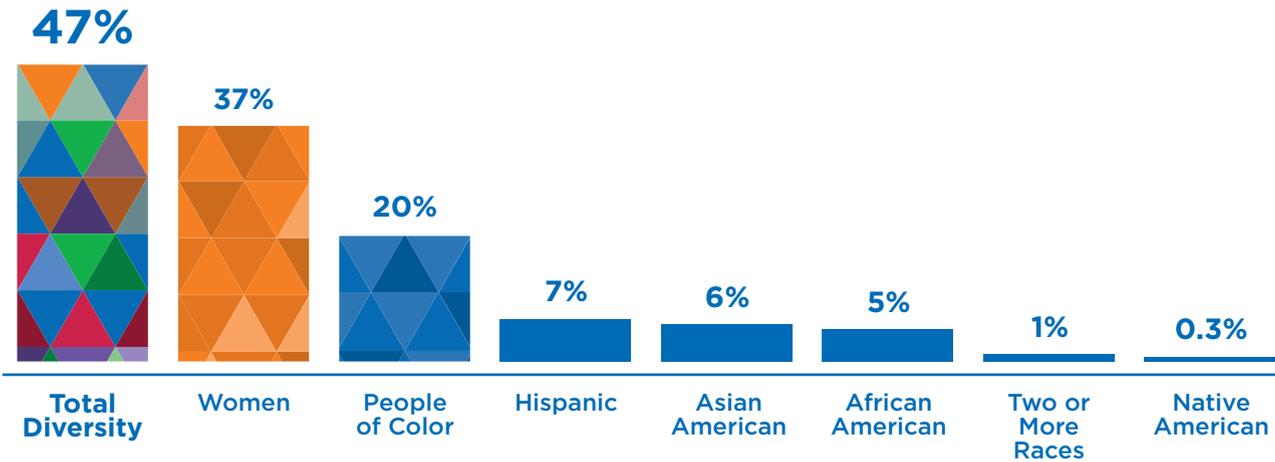


\*Workforce diversity indicates the representation of women and people of color, without double counting women of color. This data consists of full-time, U.S.-based employees only, and does not include Comcast Spectacor.

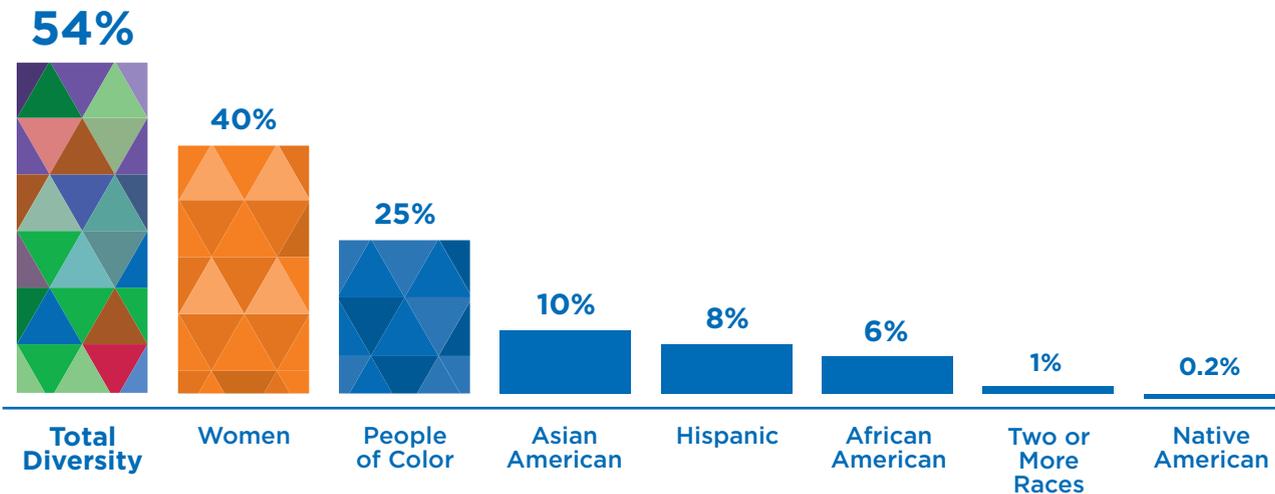
## Our Leadership at a Glance (YE 2016)

We continue to connect diverse leaders with opportunities that positively impact our teams and culture at Comcast NBCUniversal. Each year, we measure and report on the diversity of our leadership at the Vice President level and above, the Director level, and the Manager level, to ensure we continue to increase the representation of women and people of color across the company.

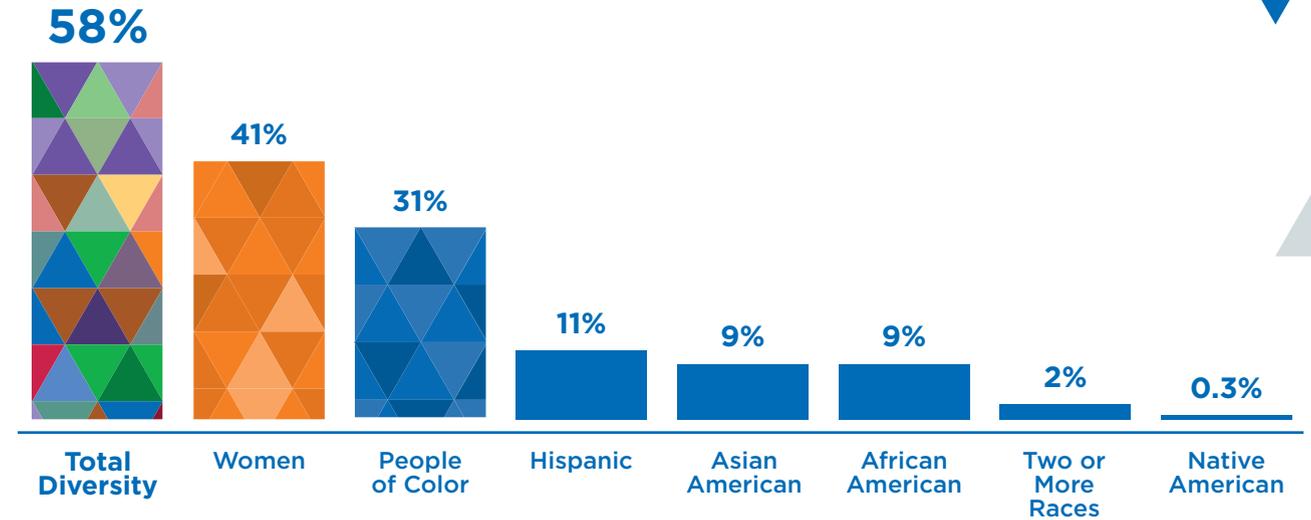
### ▶ VICE PRESIDENT LEVEL & ABOVE



### ▶ DIRECTOR LEVEL



### ▶ MANAGER LEVEL



## Growing Our Diverse Leaders (YE 2010 – YE 2016)

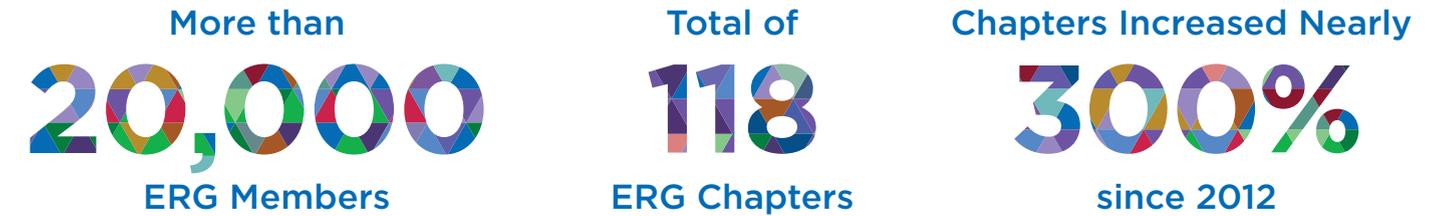
We recognize the importance of developing diverse leaders who will help move our company forward, and we have made meaningful progress since starting our formal Diversity & Inclusion program in 2011.

**Over the past six years, we have seen significant growth in the number of diverse leaders at every level.**



## Employee Resource Groups

In 2016, we saw employees across our footprint connecting with each other through the expansion of our Employee Resource Groups. With 24 new chapters launched last year, more employees have been able to come together to learn, lead, give back, and positively impact our business.



## OUR SUPPLIERS



## Connecting with Our Partners

In order for our business to provide our customers with the technology and content they enjoy, we do business with thousands of companies in our supply chain that help us get the job done. This is a tremendous opportunity for us to connect with diverse businesses who share our commitment to inclusion.

We've taken it a step further beyond our own supply chain, to actively work and support our partners in making their supply chains more diverse.

**Together, we are connecting diverse businesses with growth opportunities that positively impact everyone involved.**

More than  
**\$11B**  
Spent with Diverse Tier I  
Suppliers since YE 2010



**\$3.2B**  
Spent with Diverse  
Tier I Suppliers in 2016

▶ *“Our company has enjoyed a long-standing business relationship with Comcast NBCUniversal for many years, but over the past few years, we’ve worked more closely than ever to identify areas of strategic need and continued partnership. The Comcast NBCUniversal team has provided an environment where collaboration and creativity is embraced, which has been the foundation for our mutual success.”*

**- Jennifer Pentecost Sims, CEO of Power & Tel, a Tier I Diverse Supplier**

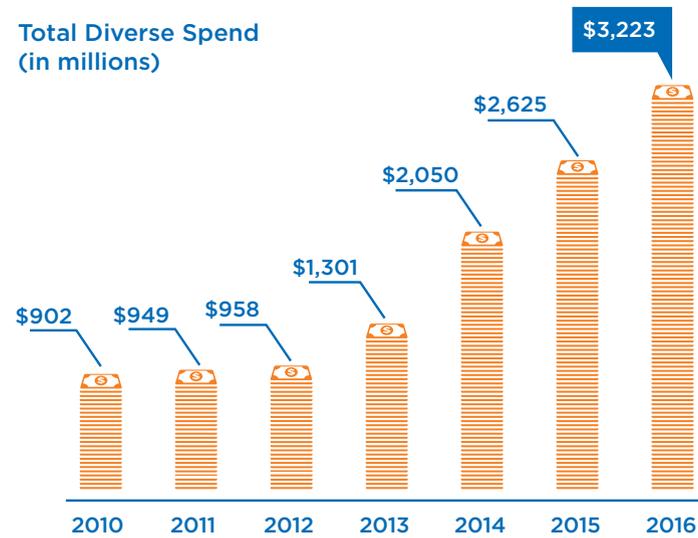
To learn more about our partnership with Power & Tel, visit [diversity.comcast.com](https://diversity.comcast.com)

## Expanding Our Diverse Supply Chain

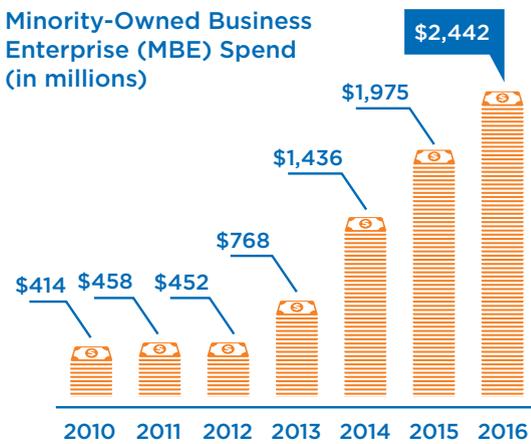
Growing our diverse supply chain has been an incredible success story for our business. We are proud of the growth in meaningful partnerships with our diverse suppliers (Tier I) over the past six years, as well as the diverse subcontractors (Tier II) who support our vendors.

### TIER I\*

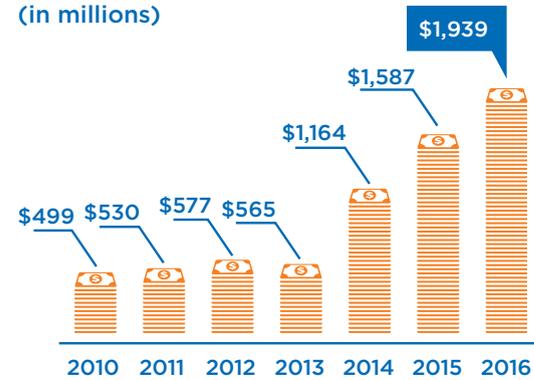
Total Diverse Spend (in millions)



Minority-Owned Business Enterprise (MBE) Spend (in millions)

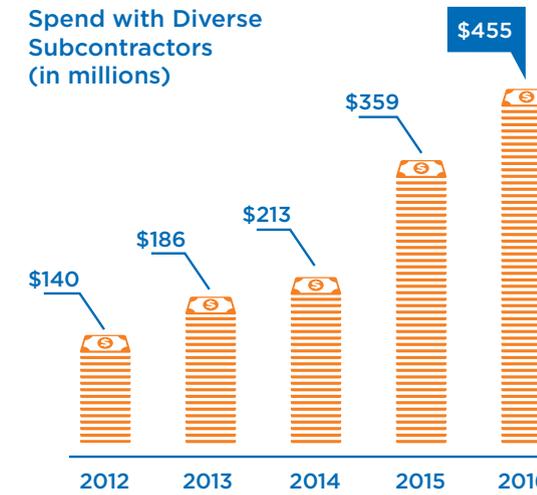


Women-Owned Business Enterprise (WBE) Spend (in millions)



### TIER II\*\*

Spend with Diverse Subcontractors (in millions)



More than  
**\$1.3B**  
 with Diverse Tier II Suppliers since 2012



\*Firms that are owned by minority women are included in both MBE Spend and WBE Spend.

\*\*Comcast NBCUniversal Tier II program began reporting in 2012.



## Comcast Ventures Catalyst Fund

Comcast Ventures' \$20 million Catalyst Fund connects underrepresented ethnic minority entrepreneurs with capital. Since 2011, the Fund has made direct investments in 18 early-stage technology startups with minority founders, including eight with female founders or co-founders.

The Catalyst Fund also has successfully sponsored 60 minority-led startups, in partnership with a leading startup accelerator, by connecting these entrepreneurs with mentors and advisors who have a passion for diversifying the startup community.

18

Direct Investments in Minority-Led Startups  
(2011 - 2016)

**56%**  
African  
American  
Founders

**33%**  
Hispanic  
Founders

**17%**  
Asian  
American  
Founders

**44%**  
Female  
Founders

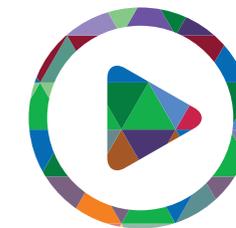
## OUR PROGRAMMING

## Connecting Our Customers to Content

The power of storytelling has connected us to one another for centuries, and stories have the ability to shape the way we identify with each other. It's through stories that we better understand ourselves and feel connected to people who might be different than us. At their best, stories can help us see the world from a new perspective.

Through our Xfinity platforms, our networks, and the shows and movies we create, connecting our customers with the content they want is an essential part of our jobs.

**We connect our customers to content they love by telling compelling stories on diverse networks and through multiple platforms.**

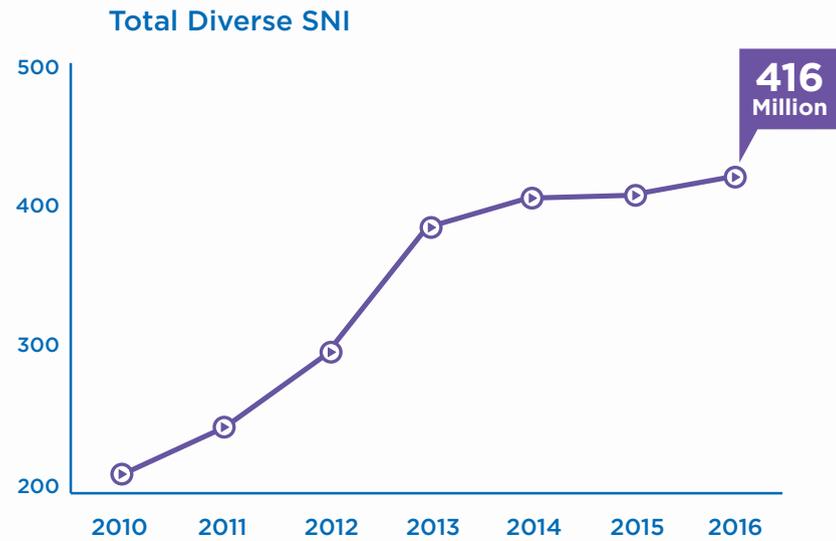


More than  
**16,000**  
Hours of Diverse On Demand and  
Online Programming Offered in 2016

## Expanding Options Across Xfinity Platforms

We are expanding the quality and quantity of diverse programming available on our Xfinity platforms, so that our customers feel more connected to the world they live in. Whether they are watching on their television screens at home, or streaming from their smartphones on the go, Xfinity customers can access thousands of hours of diverse content with just the click of a button.

### ► SUBSCRIBER NETWORK INSTANCES (SNI)\*

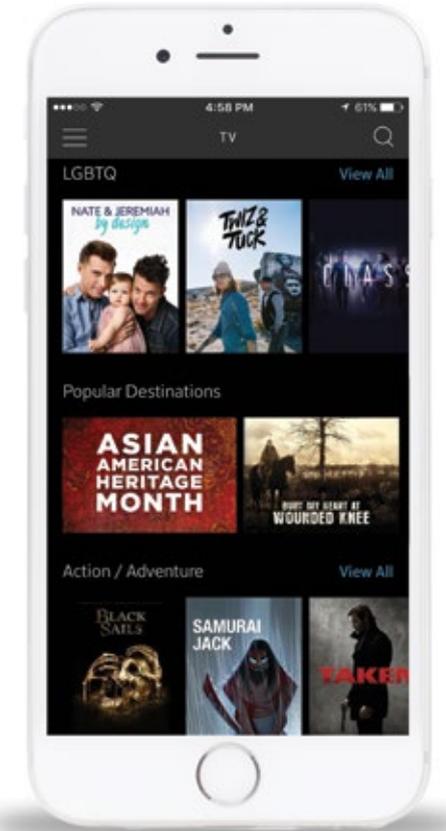
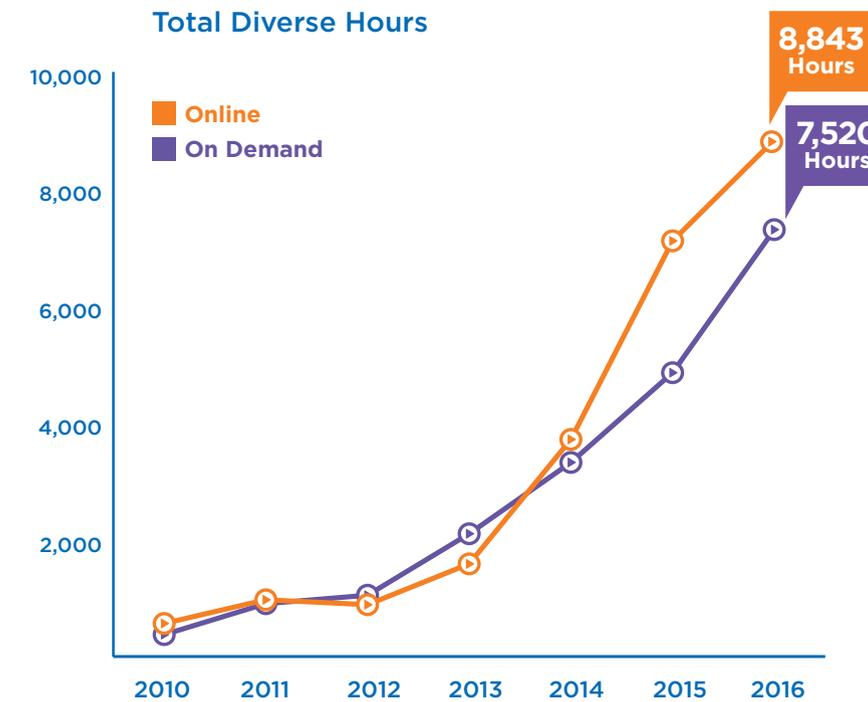


SNI Increased  
**105%**  
since YE 2010

### ► ON DEMAND AND ONLINE

Diverse On Demand Hours Increased  
**1,905%**  
since YE 2010

Diverse Online Hours Increased  
**1,462%**  
since YE 2010



\*Subscriber Network Instances are defined as the number of networks that subscribers have as part of their programming packages. For example, if a subscriber has a Hispanic programming tier with 40 channels, that would count as 40 Subscriber Network Instances.

## Driving Diversity on NBC Properties

Connecting with television characters who look like you, or may be experiencing something you relate to, can be incredibly powerful. It is important to us that our talent, both On Air and Behind the Camera, reflects the diversity of the communities we serve.

### ▶ ON AIR (2016)

#### NBC Primetime Scripted Series:



#### NBC Owned Television Stations:



#### NBC News, MSNBC & CNBC:



### ▶ BEHIND THE CAMERA (2016)

#### NBC Primetime Scripted Series:



#### NBC Owned Television Stations:



#### NBC News, MSNBC & CNBC:



## ▶ THIS IS US CONNECTS WITH AUDIENCES

The intricate and intertwined storylines of 2016's #1 new drama, *This Is Us*, had viewers across the country tweeting, while reaching for tissues. With a diverse family at the heart of the story, it's no surprise that the show has a writers' room filled with diverse talent who pour themselves into the stories that audiences fall in love with on screen.



Nearly **7M** Total Social Interactions for the First Season\*



**14.6M** Viewers Overall



AFI Award for TV Program of the Year

People's Choice Award for Favorite New TV Drama

Writers Guild of America Award for Episodic Drama

▶ *"Everyone in the writers' room approaches the show from a place of genuine love and desire to authentically develop our characters and their stories. We knew that we had something special, so we hoped that the show would connect with people who were patient and excited to watch a character-driven narrative on TV. We all hoped for success, and have been blown away by the overwhelming response of our viewers. It has exceeded all of our expectations."*

- **Kay Oyegun**, a Nigerian-American television writer, and one of the many voices behind *This Is Us*



\*Nielsen Social SCR: 9/5/16 - 5/21/17

## Diversity Equals Box Office Gains

Throughout 2016, diverse films delivered box office hits. Whether it's making new friends in *The Secret Life of Pets* (starring the voices of Kevin Hart and Jenny Slate), fighting crime in the Will Packer and Ice Cube-produced *Ride Along 2* (directed by African American director Tim Story and starring a multi-cultural cast including Kevin Hart, Ice Cube, and Asian American actress Olivia Munn), or paving the way for marriage equality in *Loving* (the true story of Mildred and Richard Loving), our 2016 slate of films delighted audiences of all ages from all over the world.



### ▶ ON SCREEN (2016)

**24%**  
People of Color

**38%**  
Women

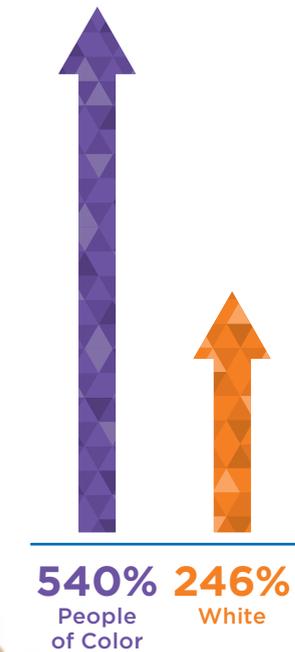
### ▶ BEHIND THE CAMERA (2016)

**13%**  
People of Color

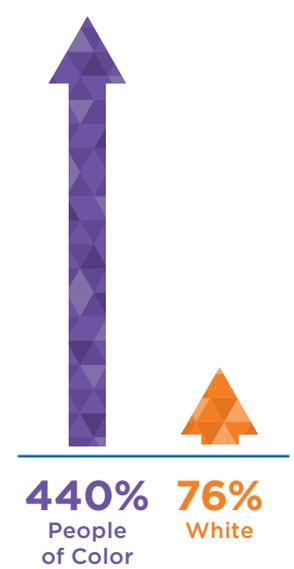
**14%**  
Women

### ▶ 6-YEAR NUMERICAL GROWTH (2010 - 2016)

#### On Screen



#### Behind the Camera



## COMMUNITY INVESTMENT

## Connecting to Our Communities

Connecting with the communities we serve is an essential part of our culture of inclusion, as well as a long-standing tradition at our company. We have given millions of dollars in cash and in-kind donations to Minority-Led and Minority-Serving (MLMS) and Women-Led and Women-Serving (WLWS) organizations since the start of our formal Diversity & Inclusion program in 2011.

**We connect organizations with helping hands, financial resources, and knowledge that helps us support and strengthen our communities.**



Nearly  
**\$1.5B**  
Given to Benefit Minorities  
since YE 2010

► *“Comcast NBCUniversal’s ongoing investment in our mission, through its Assistive Technology Grants and our multi-year partnership, has made it possible for Easterseals’ technology programs to connect thousands of people with disabilities to the digital world.”*

**- Katy Neas, Executive Vice President, Easterseals**

To learn more about our partnership with Easterseals, visit [diversity.comcast.com](https://diversity.comcast.com)



## Giving More to Diverse Communities

We are committed to strengthening our diverse communities through cash and in-kind giving to organizations that support our promise to promote community service, expand digital literacy, and empower the leaders of tomorrow.

### ► CASH AND IN-KIND GIVING

More than  
**\$110M**

Given to MLMS & WLWS in 2016

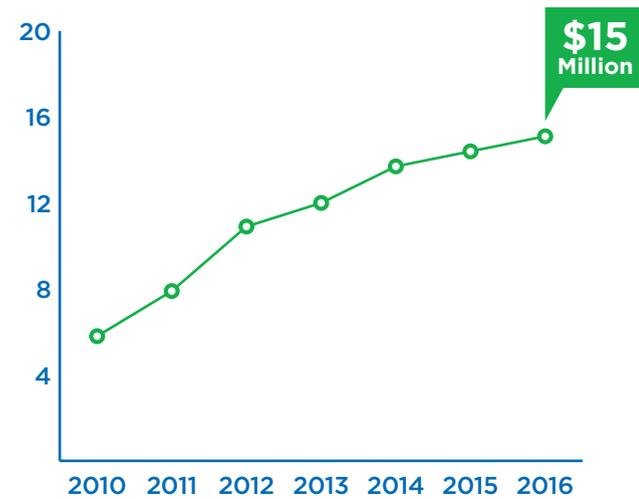
### MLMS & WLWS Giving Increased

**32%**

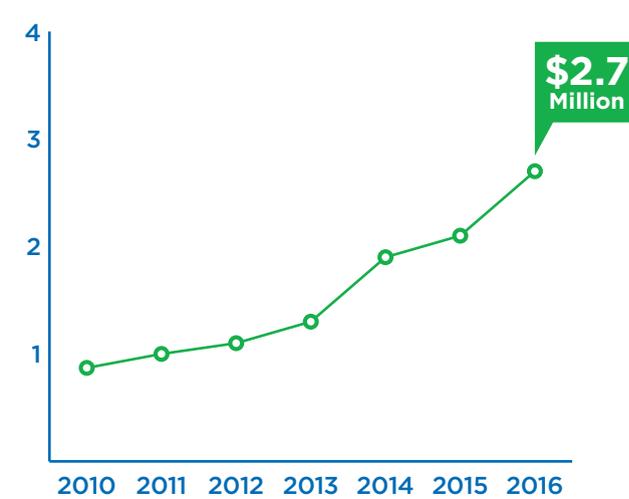
since YE 2010

### ► CASH GIVING

Cash Giving to MLMS



Cash Giving to WLWS



## Connecting More People Through Internet Essentials

Internet Essentials, our signature high-speed internet adoption program for low-income families, has grown into the nation's largest and most comprehensive broadband adoption program, and Comcast NBCUniversal's leading community investment initiative. Through this program, we have connected more than 3 million Americans to the power of the internet at home, and made tremendous progress in closing the digital divide.

In 2016, we announced a collaboration with the U.S. Department of Housing and Urban Development (HUD) to make Internet Essentials available to public housing and HUD-assisted residents living within our footprint. Through our partnership with HUD, up to 2 million HUD-assisted homes now have access to low-cost internet service.



Connected More than

**3M**

Low-Income Americans



of Internet Essentials Customers are People of Color



Identify as Hispanic



## Connecting Our Strategies

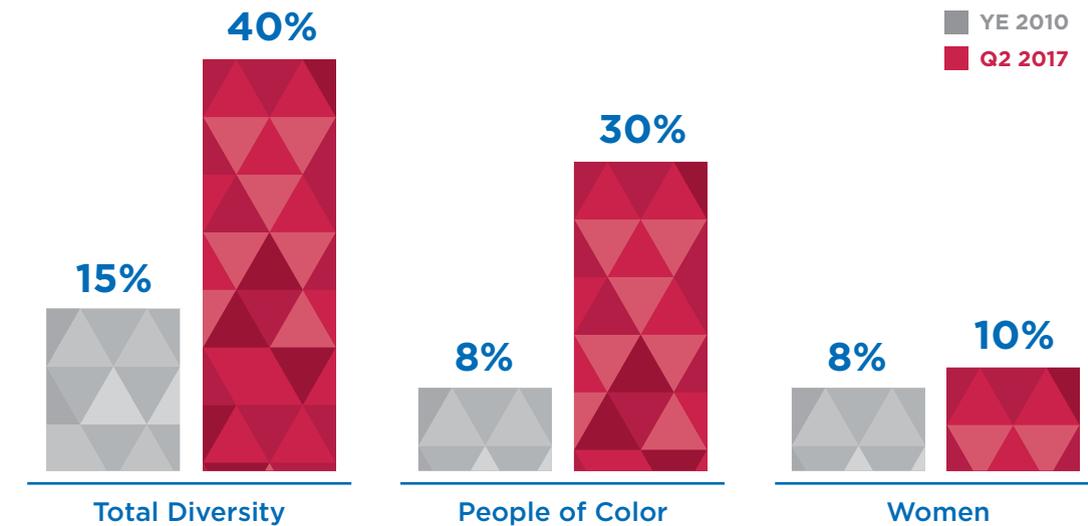
Our diversity and inclusion commitment is more than just something we talk about; it is a business advantage that we build into our corporate strategy.

**We actively connect teams from every part of our business with best practices that drive meaningful change, and we hold each other accountable to make forward progress.**

Our work is driven by our Master Strategic Plan 2.0, which outlines our vision for the future of our Diversity & Inclusion program. Together with guidance from our internal Executive Diversity Councils and external Joint Diversity Advisory Council, we continue to enhance our diversity and inclusion strategies and practices.

Our commitment also extends to the diversity of our Board of Directors, which has seen meaningful growth since the launch of our formal program.

### ► BOARD OF DIRECTORS





COMCAST  
NBCUNIVERSAL

[diversity.comcast.com](http://diversity.comcast.com)