



COMCAST
NBCUNIVERSAL

Our Values in Action

2019 COMCAST NBCUNIVERSAL VALUES REPORT





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OUR FAMILY OF COMPANIES



Data in this report are for calendar year 2018, unless otherwise noted and with the exception of data regarding Internet Essentials, which are through the first half of 2019. Visit comcastcorporation.com/valuesreport for our full report.

Message from Our Leaders

Our company operates in an industry — and in a world — that is moving at lightning speed. As we have done since our founding more than 55 years ago, Comcast NBCUniversal is innovating and evolving at an equally rapid pace. This past year, we marked the latest milestone in our history with the acquisition of Sky, a leading entertainment and communications company in Europe, making us a truly global company and a leader in content and distribution in three of the top five countries measured by GDP.

Through all of this change, what defines us and binds us together are the values and culture first established by our founder, Ralph Roberts. Our culture is based on the core tenets of integrity, respect, and an unwavering commitment to diversity and inclusion.

One of the ways we demonstrate these values is through our efforts to close the digital divide. The cornerstone of this work is *Internet Essentials*, a program that has connected millions of low-income Americans to low-cost internet. Through this program, we make major investments in trainings to expand digital literacy skills — the lack of which is the most significant barrier preventing people from connecting to the power of the internet at home. These trainings, which help people understand how to use the internet and discover the resources that can directly assist them with their day-to-day lives, also help individuals overcome any fears they may have about using unfamiliar technologies.

In addition to helping expand digital skills, we have long recognized that one of the most powerful ways we can make positive change is through volunteerism in myriad forms. Throughout the year, our employees share their expertise and time to support important causes in their communities. These efforts culminate in Comcast Cares Day, one of the largest days of service in corporate America. In 2018, we were proud to celebrate an historic milestone with our 1 millionth volunteer.

In this report, we invite you to learn more about our commitment to creating a future in which individuals and communities thrive. We are grateful to our passionate employees and their belief in this mission, and we look forward to what we will continue to accomplish together.



Brian L. Roberts



David L. Cohen


Brian L. Roberts
Chairman and
Chief Executive Officer
Comcast Corporation

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



Living Our Values

Since the founding of Comcast in 1963, our core values have been rooted in improving the communities where our employees, customers, and audiences live and work. As we have evolved to become a global media and technology company, our values live on through our culture. We have a rich tradition of giving back and ensuring our employees have the opportunity to serve their communities. And through our products, technology, and entertainment experiences, and especially through our employees, we continually seek new and better ways to make a positive difference and do what's right for our customers, our viewers, and our world. This report highlights some of the key priorities that reflect our values, as well as the stories that help bring those values to life each and every day.





The lobby of the new Comcast Technology Center, which was built as a world-class space for our approximately 4,000 Philadelphia-based technologists.

The Comcast Technology Center: A Testament to Our Values

Rising 60 stories above the busy streets of Center City in Philadelphia, the new Comcast Technology Center is a symbol of who Comcast NBCUniversal is today — and where we are going in the future.

“The Comcast Technology Center is truly the embodiment of our corporate culture and values,” says Karen Dougherty Buchholz, Comcast’s Senior Vice President of Administration, who helped oversee the design and construction of the building. “It’s a testament to our unwavering commitment to employees, to the community, and to sustainability. It also serves to support the innovation and creativity that will drive our business forward.”

Completed in 2019, the 1,121-foot skyscraper was built as

a world-class space for our approximately 4,000 Philadelphia-based technologists; it also houses state-of-the-art television studios for NBC10 and Telemundo62 and is topped by a Four Seasons Hotel on the 12 highest stories. The tower is the newest of five buildings that comprise the Comcast Center Campus, which is one of the only technology centers in the heart of an urban East Coast city and provides a vibrant, stimulating destination for employees every day.

With a mix of open spaces and quiet work rooms — along with all of the hardware and software needed for innovation — the Comcast Technology Center reflects our determination to provide what our technologists and our news teams need to be productive and happy at work.



Local artist Phillip Adams paints a mural featuring Philadelphia’s famous LOVE statue.

"This building doesn't just stand for innovation in technology — we are also innovating in journalism," says Ric Harris, President and General Manager of NBC10 and Telemundo62. The two stations now operate in parallel world-class facilities in the Comcast Technology Center. "These studios have every technological advancement we could ask for, which provides the tools our news teams need to investigate and deliver the news faster."

While many corporate buildings are off-limits to the public, the Comcast Technology Center has a multi-level lobby that is open to visitors and filled with captivating features. The Universal Sphere™, for example, is an immersive experience that is free and open to the public. Guests can also view the digital art installation "For Philadelphia," created by world-renowned artist Jenny Holzer, that spans the lobby's ceiling.

In addition, more than 40 local artists' and makers' work is represented throughout the building. Visitors are also welcome to visit the coffee bar in the upper lobby and the restaurants on the ground, 59th, and 60th floors.

In building the Comcast Technology Center, we sought to provide opportunities to local companies. As part of an Economic Opportunity Plan, in partnership with the City of Philadelphia,



60
stories tall



80K
square foot studios for
NBC10 and Telemundo62

A view of the Comcast Technology Center, which rises 60 stories above Center City in Philadelphia.

we developed a series of specific inclusion goals for suppliers and the on-site construction workforce. All told, we spent more than \$300 million with more than 140 diverse-owned contractors, with approximately 30% of the overall construction workforce being people of color or women. (For comparison, we spent \$100 million with diverse suppliers when we built the neighboring Comcast Center a decade ago.) In 2017 and 2018, the Comcast Technology

Center was ranked No. 1 for Economic Opportunity Plans by the City of Philadelphia's Department of Commerce.

The Comcast Technology Center is also a manifestation of our commitment to sustainability. The building is on track to be double LEED Platinum certified — the highest-level certification for an environmentally friendly workplace. A "daylight harvesting" system makes the most of natural

light, using overhead glare detectors to increase or decrease interior LED lighting as needed. Instead of a standard HVAC system, the building is heated and cooled with an energy-efficient chilled beam system — the largest of its kind in North America. And in the cafeteria, an anaerobic digester breaks down food scraps, helping to minimize the amount of waste going to landfill. ■



\$300M

spent with diverse-owned suppliers



30%

of the construction workforce were people of color or women

A Conversation with the National Urban League and UnidosUS

Marc Morial, President and Chief Executive Officer of the National Urban League (NUL), and Janet Murguía, President and Chief Executive Officer of UnidosUS, have been longtime and valued partners to Comcast NBCUniversal. Both serve on our external Joint Diversity Advisory Council, which advises company leaders on diversity and inclusion strategy and initiatives. Their organizations are also working with us on efforts to expand access to technology and training, particularly within communities of color. Below is an excerpt of a conversation with them. For more, go to our full report at comcastcorporation.com/valuesreport.

Q: Your organizations are working to build digital skills in communities of color. Why is that a priority?

Janet Murguía: By training and educating people in our communities around digital literacy, it enhances our ability to integrate digital tools into our other areas, beyond workforce. We're able to bring that lens into civic engagement and immigrant integration, and that's been a real benefit. At UnidosUS, our Innovation Peer Exchanges have

trained more than 7,000 people in workforce and civic engagement since 2016.

Marc Morial: We have to look at technology capability as an essential skill. We have sought to integrate up-skilling around technology in as many programs as possible. The NUL has an initiative to recruit people of color into apprenticeships around tech. These enable people to learn on the job while earning a paycheck. All of these programs that enhance digital literacy and aptitude are

about people's ability to function in 21st century America. That's why it's so important that Comcast is continuing to invest in this.

Janet Murguía: And when a company wants to bring tech skills to underserved communities, it's important that they do so in ways that connect with people who speak different languages and come from different cultures. By partnering with UnidosUS and the NUL, Comcast NBCUniversal is able to make sure that the company is reaching its target audiences in the right ways. We see Comcast NBCUniversal as a critical ally.

Q: How would you assess our company's progress on diversity and inclusion?

Marc Morial: Our relationship with Comcast strengthened and broadened significantly with the purchase of NBCUniversal and the resulting voluntary diversity commitments that the company made in consultation with the NUL and other organizations. Eight years later, it's clear that the voluntary commitments gave the company leverage to achieve some important diversity goals regarding its board of directors and hiring, as well as around philanthropy, procurement, and programming. ■



Marc Morial, President and CEO of the National Urban League, and Janet Murguía, President and CEO of UnidosUS, advise Comcast NBCUniversal on efforts to expand access to technology and training, particularly within communities of color.



Our Values Ambassadors

For twin sisters and hockey players Jocelyne Lamoureux-Davidson and Monique Lamoureux-Morando, the journey to the 2018 Olympics in South Korea included countless hours of training — and a crash course in gender inequity. “We were given all the same opportunities as our brothers growing up,” says Jocelyne. “But when we got older we started to see discrepancies in how girls and women were treated.”



Olympic gold medalists Jocelyne Lamoureux-Davidson and Monique Lamoureux-Morando visit communities nationwide as our company's values ambassadors.



In 2014, the twins began to lead the charge for fair and equal treatment of women's hockey — putting into action their parents' belief in the importance of making a difference. They pushed for more equitable compensation as compared to the men's team and more funding for girls' youth hockey. After two-plus years with no progress, they decided it was time to take a stand. Along with the rest of the U.S. Women's Hockey Team, they threatened to boycott the 2017 International Ice Hockey Federation World Championship.

“Even if we were to give up our Olympic dream or spot on the national team,” says Monique, “we were trying to change the future for generations of female athletes to come.”

In March 2017, two days before the World Championships were to start, the team and USA Hockey reached an agreement. The team went on to win the Worlds — and Olympic gold the next year.

Because of this fierce advocacy, in 2018, Comcast NBCUniversal named Jocelyne and Monique as ambassadors for our company's values initiatives, from our commitment to diversity and inclusion to our efforts to close the digital divide. These initiatives are driven by our fundamental belief — shared by Jocelyne and Monique — that it is critical to cheer for people who are behind because everyone deserves an equal shot at success. ■




Monique (center) and Jocelyne (right)



Community Impact

As a company uniquely positioned to educate, entertain, and empower, we are committed to bringing together diverse communities and inspiring our customers, audiences, and employees to make a positive impact. We focus our efforts in three areas:

- Making a difference in our communities through volunteerism and leadership development
 - Increasing technology access and expanding digital skills within our communities
 - Leveraging our far-reaching storytelling platforms to educate our audiences and ignite conversations about critical issues that shape the world
- 

Inspiring Volunteerism, Service, and Leadership

Comcast Cares Day, our company-wide celebration of volunteerism, originated with 200 employees participating in the City of Philadelphia's day of service in 1996; it has since expanded significantly, attracting more than 120,000 volunteers in 2019 at 1,450 project sites in 23 countries. Today, Comcast Cares Day is one of the largest corporate commitments to volunteerism in America — but it also celebrates and exemplifies the commitments to service and caring that our employees bring to life each and every day of the year. Our employees do technology assessments for nonprofits, mentor young people, host coding workshops, clean up parks, and

refurbish schools, among many other projects. In 2018, we celebrated an historic milestone with our 1 millionth Comcast Cares Day volunteer.

Volunteerism is in our DNA, dating back to our company founder Ralph Roberts, an entrepreneur and philanthropist who was deeply involved in civic activities. In 2018, *People* magazine and Great Place to Work ranked us No. 4 in the country on their "Companies that Care" list, in part due to our commitment to our communities.

In early 2019, we reinforced that commitment by launching a new volunteering and social impact program called Comcast

NBCUnites. Through extensive employee focus groups and research, we heard loud and clear that Comcast NBCUniversal employees are very passionate about working for a company that gives back to its communities and that they wanted to be involved in a broader range of volunteer activities throughout the year. We forged new partnerships and expanded existing relationships with 15 nonprofit organizations concentrated in six NBCUniversal locations. We also held volunteer fairs to introduce our employees to an extensive network of local organizations and nonprofit partners that offered year-round volunteer opportunities.

In 2018, *People* magazine and Great Place to Work ranked us No. 4 in the country on their "Companies that Care" list, in part due to our ongoing commitment to our communities.



1M+

volunteers have
given back through
Comcast Cares Day





Top Chef competitor Eddie Konrad, Big Brothers Big Sisters Independence Region CEO Marcus Allen, and two students during a cupcake baking competition at Comcast.

“
The leaders and employees of Comcast NBCUniversal are passionate advocates for the value of national service.

MICHAEL BROWN
Co-Founder
City Year

“We know that our employees are passionate about giving back and want to be personally involved. Our new volunteering and social impact program deepens and expands the culture of service across the company,” says Hilary Smith, Executive Vice President of Corporate Communications and Social Impact for NBCUniversal.

All year round, our company and our employees work with a variety of organizations to address needs within our communities, from performing technology assessments with the Boys & Girls Clubs to mentoring young people through Big Brothers Big Sisters to serving on the national and local boards of City Year, the National Urban League, UnidosUS, and Easterseals. Our employees also support communities in the wake of natural disasters and make

meaningful financial contributions to United Way and other worthy causes.

Our partnership with City Year has been a particular highlight for our company. City Year partners with high-need schools, providing the support of AmeriCorps members to help close achievement gaps. City Year also builds the next generation of leaders through its alumni. Our employees help prepare those City Year AmeriCorps members for continued growth through Career Days, during which they offer advice, participate in mock interviews, and review resumes. Comcast NBCUniversal employees have also served as mentors through our new focus with City Year to bring more computers, computer science, and coding experiences to the 200,000+ students the organization



Through our partnership with City Year, we are focused on increasing digital skills in the classroom.

serves each year. These digital experiences are part of our recently expanded partnership with City Year that increased our company's overall support to nearly \$115 million in cash and in-kind contributions to date. ■

Making Investments to Increase Tech Skills

As a teenager in Camden, N.J. — a struggling city that consistently ranks among the poorest in the nation — Naomi Maldonado could see the shimmering lights of the Comcast Center across the Delaware River in Philadelphia. Never in her wildest dreams did she imagine she would one day work there.

“Where I came from, I don’t think anybody ever thought about working in a corporate office,” says Maldonado, now a Business Analyst with Comcast Cable’s Sales Operations group. “My friends and I thought about getting jobs in fast food or in warehouses.”

She credits her success to Hopeworks, a nonprofit that teaches the technology skills that can help break the cycle of poverty. Digital proficiency is a must today — not just for tech

jobs but for virtually all sectors of employment. That’s why Comcast NBCUniversal is investing in programs like Hopeworks that equip and support young people in developing the skills that open doors to opportunity. Since its launch in 2000, Hopeworks has helped turn around the lives of 3,000+ young people, with 86% of them landing tech-related jobs that pay upward of \$32,000 a year.

“This is the best job I’ve ever had,” says Maldonado, who lives in a West Philadelphia apartment with her 2-year-old son, Kingston. “Hopeworks showed me that with hard work, you can get out of a difficult situation and you can get whatever you want — whether it’s your dream job or your dream apartment.” Or in Maldonado’s case, both.

Dan Rhoton, Hopeworks’ Executive Director, says his program benefits both the young people he works with and the companies that may ultimately hire them. “Large tech companies can’t fill all the jobs they have,” he says. “At the same time, there are literally thousands of young people in Camden and Philadelphia who want opportunities to grow and work.”

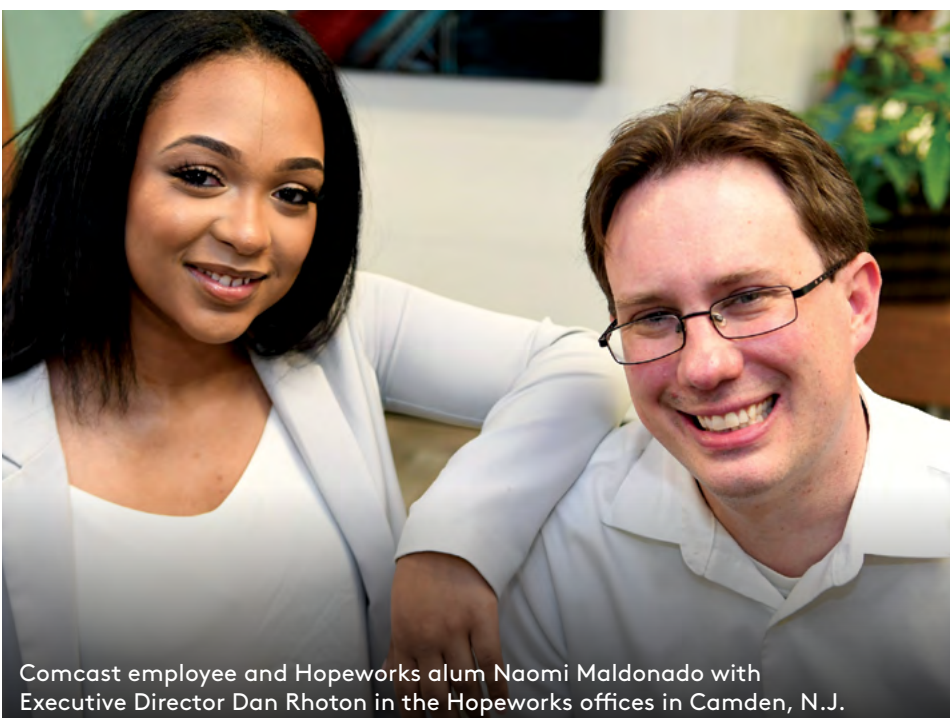
Beyond financial support, we frequently invite Hopeworks participants to our Comcast Center Campus for mock interviews and send employees to Camden as part of our annual Comcast Cares Day.

Says Rhoton: “When one of the largest media companies in the world notices young people in Camden who are trying to change their lives, it makes an impression. Above all, it signals to them that they are important, valued, and welcomed. That is a very powerful message.” ■

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At Hopeworks, we work with young people who come from deeply challenging circumstances. We help them discover their own resilience, nurture their skills, and strengthen their will to strive for more.

DAN RHOTON
Executive Director
Hopeworks

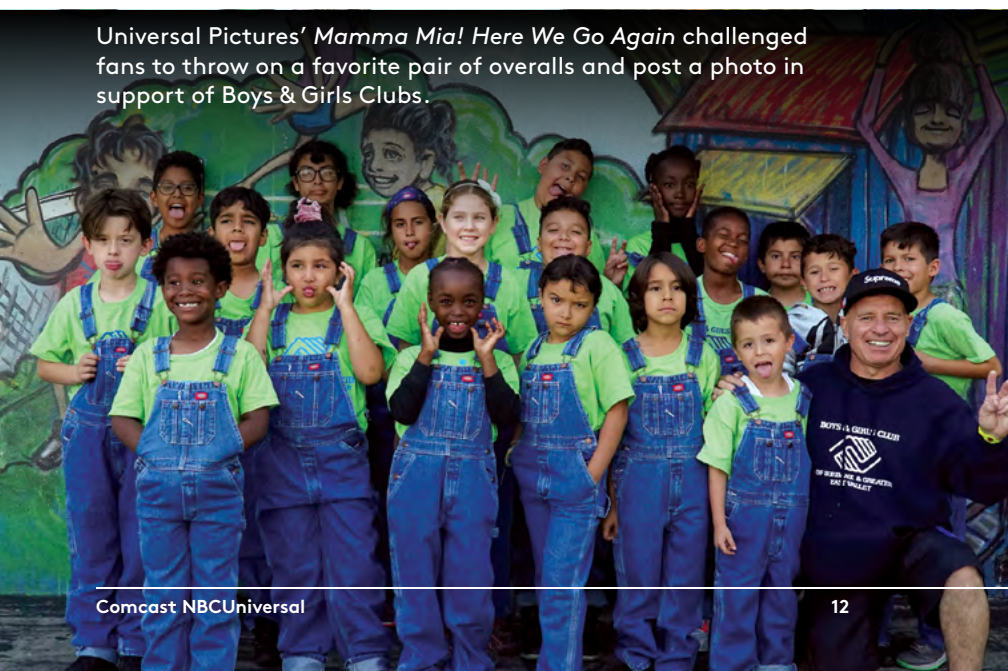


Comcast employee and Hopeworks alum Naomi Maldonado with Executive Director Dan Rhoton in the Hopeworks offices in Camden, N.J.



In 2018, we hosted our second annual *Meet the Press* Film Festival, in collaboration with the American Film Institute.

Universal Pictures' *Mamma Mia! Here We Go Again* challenged fans to throw on a favorite pair of overalls and post a photo in support of Boys & Girls Clubs.



Comcast NBCUniversal

Andrea Mitchell, Chief Foreign Affairs Correspondent for NBC News, was named a 2019 honoree by the Reporters Committee for Freedom of the Press.



Using Our Storytelling Platforms for Social Good

At Comcast NBCUniversal, we use our news and entertainment platforms every day to educate, spark important conversations, celebrate inclusiveness, and shine a light on the issues that shape our world.

At our core, we believe in the power of in-depth news reporting to create an informed citizenry, which is the foundation of democracy. We know millions of people rely on our news programming to understand what's going on in the world. *NBC Nightly News* is the most-watched evening newscast in America among the key 25- to 54-year-old demographic, providing the day's top stories and going beyond the headlines to add context and analysis to the most pressing issues of our times. In 2018, *NBC Nightly News* Anchor Lester Holt was ranked as the most trusted news personality in America, according to *The Hollywood Reporter*/Morning Consult survey.

Holt, who serves on the board of directors of the Committee to Protect Journalists, recently partnered with the Poynter Institute to promote a program that teaches fact-checking skills to students. As the first official ambassador of the MediaWise program, Holt is highlighting the importance of truth and accuracy in the media.

Making a Positive Impact

Our commitment to using our platforms to create positive change goes beyond our News division, of course. In 2018, Focus Features acquired the worldwide rights to *Won't You Be My Neighbor?*, a new documentary about the life and work of Fred Rogers from Academy Award-winning filmmaker Morgan Neville.

The unassuming Fred Rogers inspired generations of children with his compassion and limitless imagination as he took them on tours of *Mister Rogers' Neighborhood*. His lessons of kindness, inclusiveness, and empathy are as necessary today as they were 30 years ago when he first zipped up his cardigans on TV screens.

Exploring Critical Social Issues

We are also dedicated to addressing important social issues. To commemorate the 50th anniversary of the assassination of Dr. Martin Luther King, Jr., in 2018, NBC News released a documentary film, narrated by Holt, that examined how Dr. King and other leaders of the civil rights movement used the power of print and visual media — and especially television — to raise consciousness to the realities and injustices of racial inequality. *Hope & Fury: MLK, The Movement and The Media* offers a gripping account of American history as told by civil rights leaders, pioneering African American reporters who chronicled the movement, journalists from across generations, and present-day activists.

In 2018, we also hosted our second annual *Meet the Press* Film Festival, in collaboration with the American Film Institute. The event featured 23 films that highlighted critical



Lester Holt spoke to high school students in Washington, D.C., about fact-checking skills.

“

Fact-checking and identifying trustworthy sources is something I've done every day for over four decades. But in today's noisy media environment, those skills are just as important for our readers and viewers as they are for those of us doing the reporting.

LESTER HOLT


Anchor
NBC Nightly News

issues ahead of the U.S. midterm elections, including gun violence, immigration, voting rights, the changing economy, poverty, and post-traumatic stress disorder. ■



Diversity & Inclusion

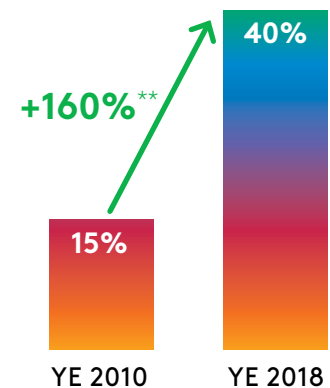
At Comcast NBCUniversal, we strive to make every employee feel valued and respected for who they are and the unique contributions they make. We believe that a diverse and inclusive company is a more innovative and successful company, which is why we aim to infuse diversity and inclusion (D&I) into all aspects of our culture and our business. For us, D&I is not a program — it is a central element of our credo and DNA. Our approach to D&I is focused on five key pillars: Governance, Workforce, Supplier Diversity, Programming, and Community Impact.



D&I GOVERNANCE

Our commitment to diversity starts at the top, with our Board of Directors. Our Board diversity has nearly tripled since year-end (YE) 2010. We also have a 24-person, external Joint Diversity Advisory Council (JDC), which has driven success in our D&I efforts by providing advice to our senior executive team on the development and implementation of our D&I initiatives. The JDC meets twice a year and includes national business, political, and civil rights leaders who represent African Americans, Asian Americans, Hispanics, Native Americans, women, people with disabilities, and members of the lesbian, gay, bisexual, transgender, and queer community and the military community. Comcast and NBCUniversal each also have Internal Diversity Councils (IDCs), which meet once a year. Both IDCs are made up of senior executives who provide insights on D&I efforts and share best practices across the business.

BOARD DIVERSITY*

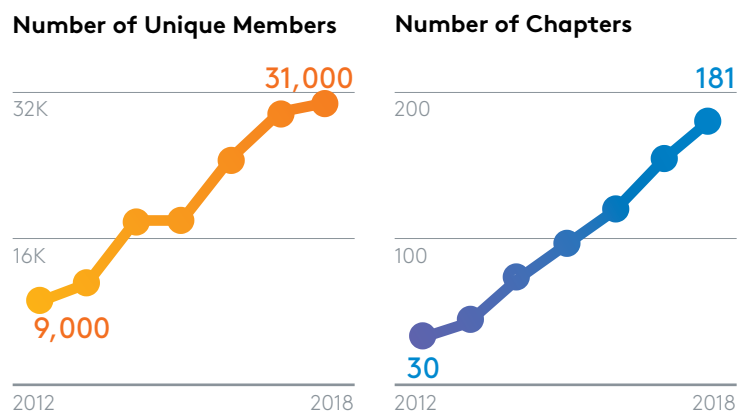


DIVERSE WORKFORCE

We are committed to having the best thinkers, dreamers, and doers on our team. That means attracting, developing, and retaining brilliant minds from all backgrounds and giving them paths to grow and reinvent their careers. Our aspirational goal is to have 50% women and 33% people of color at every level of our workforce. To meet this goal, we're investing even more into our diverse recruitment initiatives, leadership development programs, and Employee Resource Groups, in addition to other efforts at all levels of our workforce. We believe it's this commitment that makes Comcast NBCUniversal such an incredible place to work, and a place where our employees can be who they are.



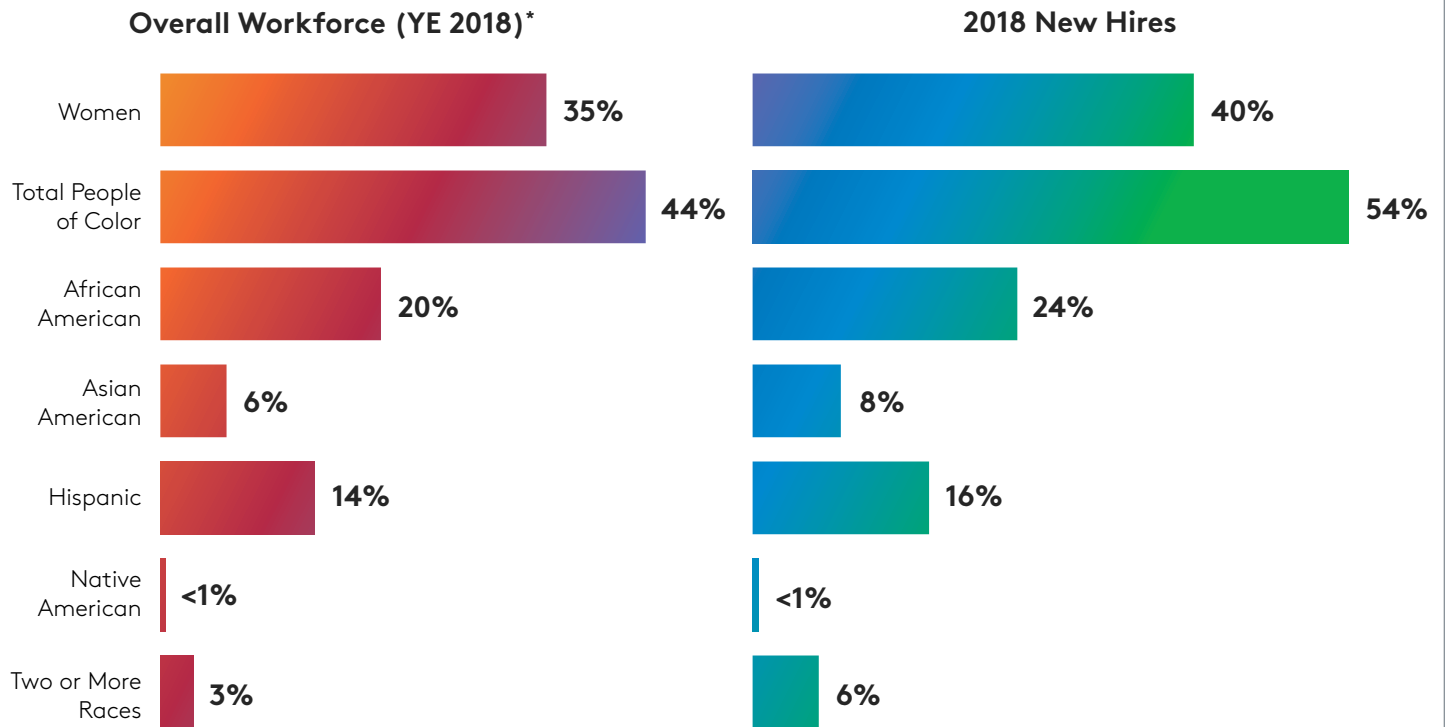
GROWTH IN EMPLOYEE RESOURCE GROUP MEMBERSHIP



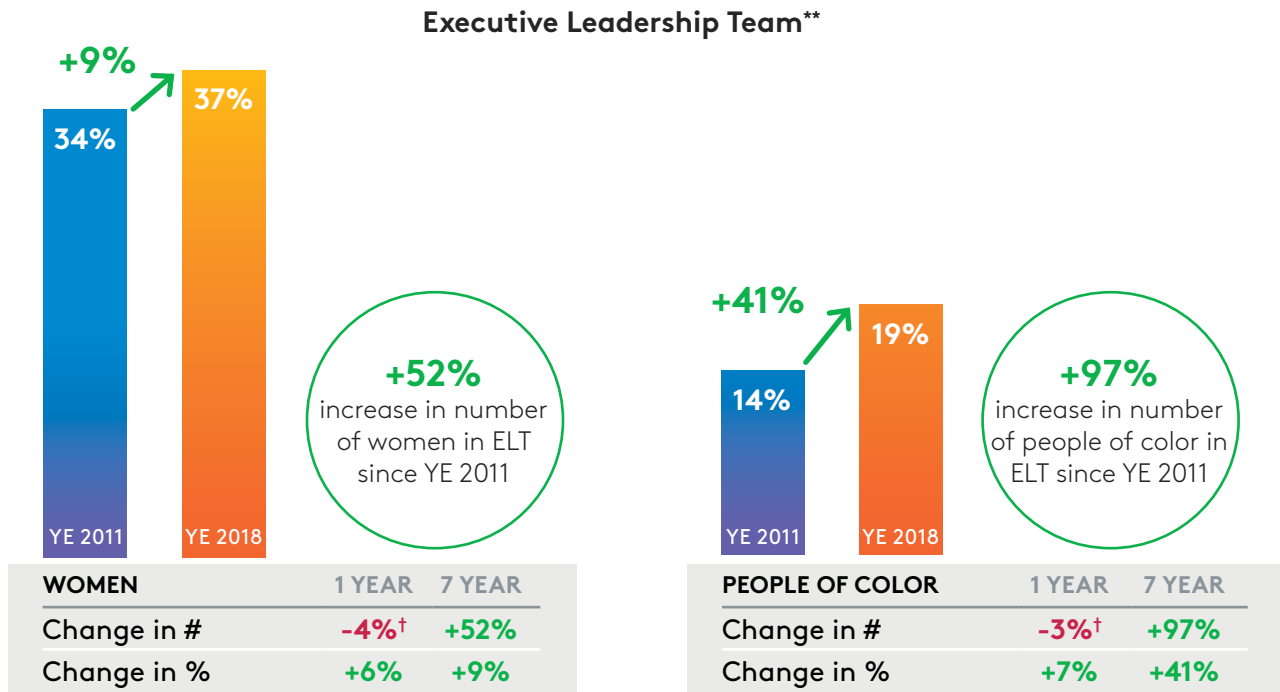
* "Diversity" data refer to people of color and women, without double-counting women of color.

** Throughout this document, changes in percentage representation refer to the growth rate of percentage representation between a starting point and an ending point. For example, an increase from 10% to 15% is a growth rate of +50%.

2018 WORKFORCE DATA



LEADERSHIP TRENDS



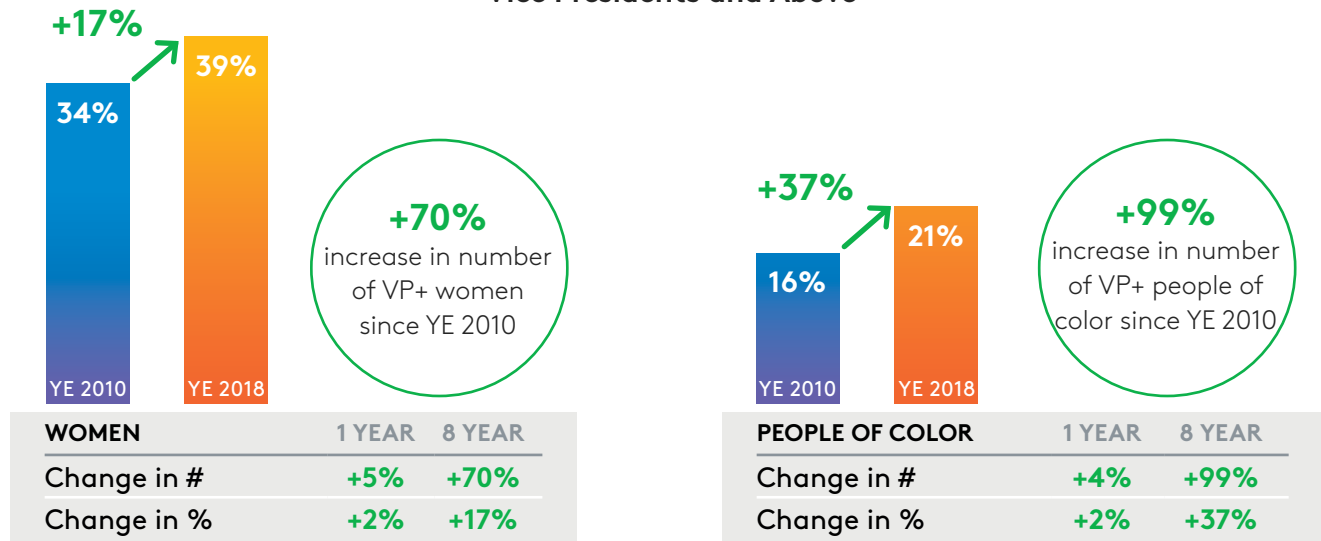
* Workforce metrics are reflective of our U.S. full-time employees.

** Our Executive Leadership Team (ELT) includes the CEOs and their first- and second-level direct reports. ELT data are not available for 2010. Therefore, multi-year change in the ELT is reported since 2011, while the trend data on the next page are reported since 2010.

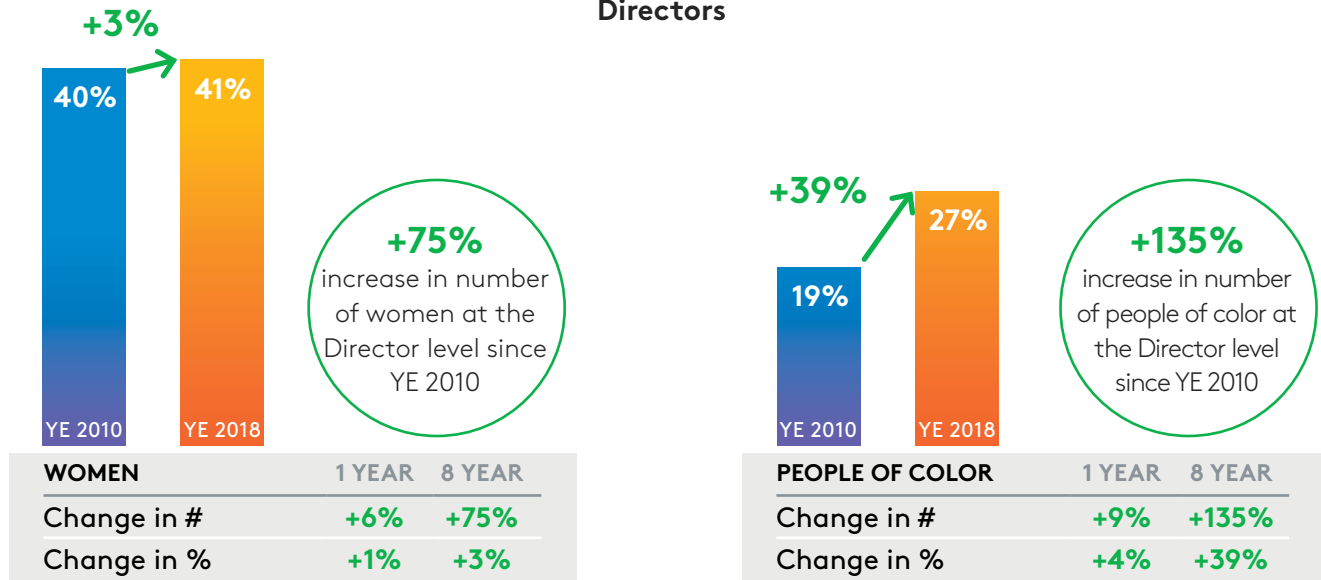
† In 2018, the overall number of ELT members decreased due to a reorganization that moved several leaders to the newly formed Xfinity Consumer Services group. Despite the slight decrease in number, the percent of women and people of color in the ELT increased in 2018.

LEADERSHIP TRENDS (CONT.)

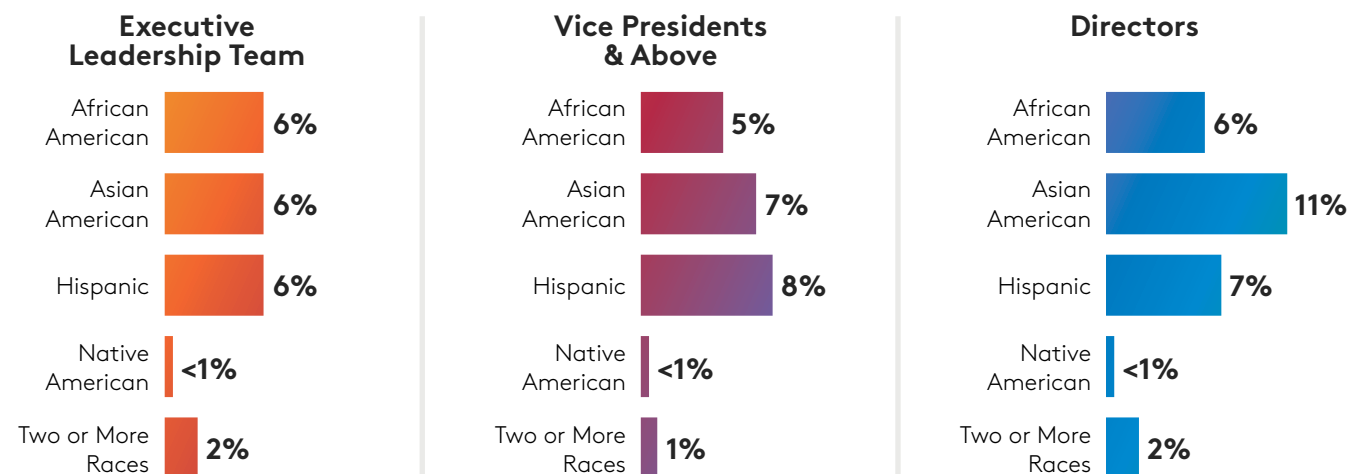
Vice Presidents and Above



Directors



2018 LEADERSHIP DATA





Janine Johnson (left), Director of Project Management in Comcast's Big South Region, leads the Atlanta chapter of TECHWomen, a network of women technologists and allies at Comcast NBCUniversal.

Advancing Women Leaders

Across every business unit at Comcast NBCUniversal, we are focused on advancing diversity and inclusion by hiring the best diverse talent and creating a culture in which every employee feels included, valued, and empowered. In 2018, 35% of our workforce was composed of women. In an effort to reflect the communities we serve, we have set an aspirational goal of achieving a workforce that is 50% women at every level.

We are particularly focused on ensuring strong representation of women in leadership. In 2018, 39% of our Vice Presidents and above were women, and there was a 70% increase in the number of women at that level since 2010. There are women in leadership positions in every area of our business who are enacting powerful and innovative change, such as Dana Strong, President of Consumer Services at Comcast Cable; Noopur Davis,

Executive Vice President and Chief Product and Information Security Officer at Comcast Cable; Donna Langley, Chairman of the Universal Filmed Entertainment Group; and Kim Harris, Executive Vice President of Comcast Corporation and General Counsel at NBCUniversal.

A Snapshot of Our Inclusion Efforts to Support Women

We are investing in a wide array of programs and initiatives that ensure women at Comcast NBCUniversal feel engaged and supported in building a successful career.

In 2018, Comcast's Northeast Division, which encompasses 13 states in the Mid-Atlantic, Midwest, and New England, launched a Women In Tech campaign to raise awareness about Communications Technician (CommTech) roles among women and grow our pipeline of female candidates.

The campaign has a dedicated website with information about job openings and video profiles of women who currently work as CommTechs.

Our TECHWomen platform, a network of women technologists and their allies, is also gaining momentum and strengthening the representation and success of women in tech. Created in 2014 by a small group of female technologists from across Comcast NBCUniversal, TECHWomen now has more than 2,500 members in 18 local chapters who are making a difference in our company and our communities.

Our Atlanta chapter was one of six local chapters launched in 2018 and has already grown to more than 230 members under the leadership of Janine Johnson, Director of Project Management for Comcast's Big South Region.

"I love working in tech, and I'm really passionate about encouraging other women in

the industry — whether they already work in the tech field or are considering a career in it. TECHWomen is a great forum for doing that,” says Johnson, whose job requires her to understand, work with, and test various Comcast tech products.

Members of TECHWomen gather annually for a summit to discuss strategic challenges and opportunities, while individual chapters organize a variety of activities throughout the year, including panel discussions, leadership development sessions, and community service activities. Johnson’s Atlanta chapter has been very active in the community, holding STEM workshops at the local Boys & Girls Club and an area middle school and hosting young women from nearby Agnes Scott College at Comcast’s offices for a hands-on “Programming 101” session.

Our efforts also extend well beyond tech. At NBCUniversal, our Human Resources team identified ways to improve the experience of every

female employee through an in-depth assessment of the state of diversity and inclusion in every NBCUniversal business unit. There is also a series of programs making a difference in entertainment.

Our Universal Filmed Entertainment Group committed to the #4PercentChallenge, a new initiative to increase the ranks of female directors in the film industry. The challenge was borne out of a study by the Annenberg Inclusion Initiative that found that only 4% of the directors of the

1,200 top-grossing films from 2007 to 2018 were women. Universal Pictures, DreamWorks Animation, and Focus Features were the first studios to join the effort, which challenges industry leaders to announce at least one project with a female director over the ensuing 18 months. Female-directed films in the 2019–20 slate across the Universal Filmed Entertainment portfolio include *The Mustang*, *Little*, *A Dog’s Journey*, *Abominable*, *Queen & Slim*, *The Photograph*, *Promising Young Woman*, and *Emma*, among others. ■

“

Universal has a long track record of amplifying and championing diverse voices, and we’re committed to strengthening that legacy even further.

Telling stories that speak to women — and that were written and directed by women — is an essential part of that commitment.

DONNA LANGLEY

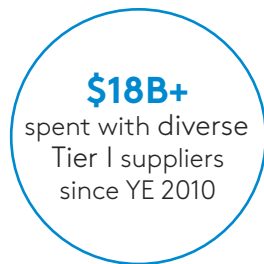
Chairman
Universal Filmed Entertainment Group



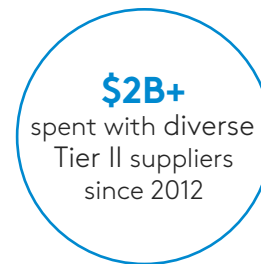
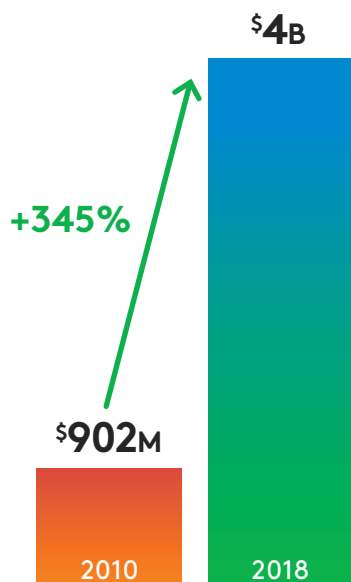
A TECHWomen Advisory Committee panel discussion during the 2019 TECHWomen Summit.

SUPPLIER DIVERSITY

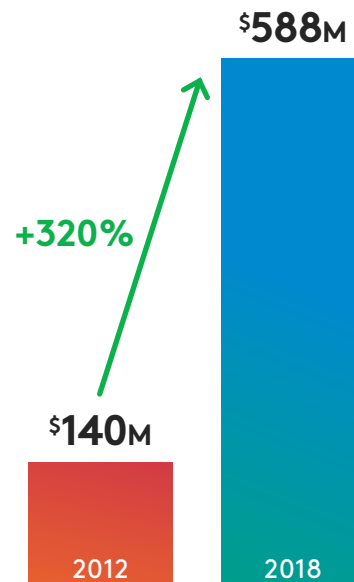
Comcast NBCUniversal's supplier diversity program is designed to promote, increase, and improve the participation of diverse businesses within our corporate supply chain — including companies owned by women, people of color, veterans, individuals with disabilities, and lesbian, gay, bisexual, transgender, and queer individuals. In 2014, we joined the Billion Dollar Roundtable, a top-level corporate advocacy organization that promotes supply chain diversity excellence, as its 21st corporate member and the first media and technology company to be inducted, for attaining \$1 billion or more in annual Tier I supply chain diversity spend. In 2018 alone, we spent \$4.6 billion with diverse Tier I and Tier II suppliers.*



**TIER I
DIVERSE SPEND**



**TIER II
DIVERSE SPEND**



TIER I

1-Year Change	+11%
8-Year Change	+345%

TIER II

1-Year Change	+9%
6-Year Change	+320%

* Tier I are our direct suppliers; Tier II are subcontractors.

Impacts of Supplier Diversity Reach Far and Wide

Supplier diversity is a win-win — that's why we have more than 3,000 companies in our supplier diversity network. They strengthen our business units' purchasing power, build value for our shareholders, and build wealth in the communities in which we live and work.

Our procurement strategy does not end with finding and purchasing from diverse-owned businesses, however. We also seek to build long-term relationships with them and help them succeed. "Our team spends a good deal of time working with our incumbent suppliers, identifying ways to expand their capacity, supporting their growth, and working collectively to develop solutions where problems may exist," says Ajamu Johnson, Vice President of Procurement at Comcast NBCUniversal.

Working with a Native Partner

In northwest Alaska, more than 1,000 miles north of Juneau and just above the Bering Strait, lies a vast expanse of land known as the NANA region.* At 38,000 square miles, it's larger than Indiana but has few roads and only 11 remote villages. The region's 7,000 residents are primarily indigenous Iñupiat, who still rely mostly on hunting and gathering for their livelihoods.

What may surprise some is that the Iñupiat people also benefit from Comcast NBCUniversal's supplier diversity efforts.

Akima, a \$1.2 billion company, has been a Comcast NBCUniversal partner since 2015, supplying us with key networking and security hardware and software. Akima is a subsidiary of the NANA Development Corporation, which is one of 13 companies formed by the Alaska Native Claims Settlement Act of 1971. That federal law established the companies as a mechanism for creating income for indigenous Alaskans. All of Akima's board members and 14,000+ shareholders are of Iñupiat heritage.

"The wonderful thing about supplier diversity and the genuine partnerships we develop is that the success achieved is mutually beneficial," says Johnson. "In Akima's case, those benefits extend all the way to Alaskan

villages located above the Arctic Circle."

Indeed, 100% of Akima's net profits go to the Iñupiat shareholders, who have sole discretion over how the funds are distributed. In addition to direct dividends to individuals, the profits are used for community development, cultural preservation, disaster relief, summer camps, and education, including college scholarships. ■

* "NANA" originally stood for Northwest Arctic Native Association, but only the acronym is used today.

“

What I love about my job at Akima is that it is directly helping our Iñupiat shareholders.

JUVY MCCARTHY

President of the Technology Solutions and Products Group
Akima

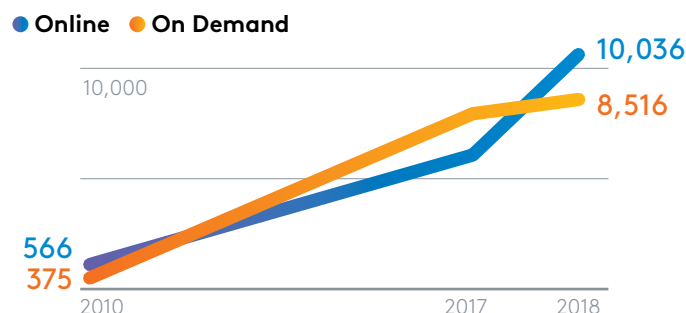


Juvy McCarthy (left) of Akima, one of Comcast NBCUniversal's 3,000 diverse supplier companies. All of Akima's shareholders are of Iñupiat heritage.

DIVERSE PROGRAMMING

We strive to be a leader in authentic and compelling programming that connects with audiences across our platforms. Our programming teams ensure that the content we create and distribute is inclusive and authentic to our audiences. And, we are committed to sharing stories that draw from the human experience. To make this happen, we work to represent diverse perspectives in every aspect of our programming — both in front of and behind the camera at NBCUniversal, and in the content we distribute on our Xfinity platforms.

XFINITY: TOTAL DIVERSE HOURS



+1,673%

increase in Online diverse hours since 2010

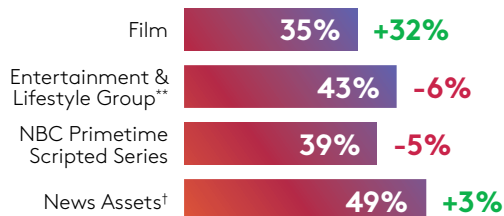
+2,171%

increase in On Demand diverse hours since 2010

PROGRAMMING	ONLINE	ON DEMAND
1-Year Change	+51%	+11%
8-Year Change	+1,673%	+2,171%

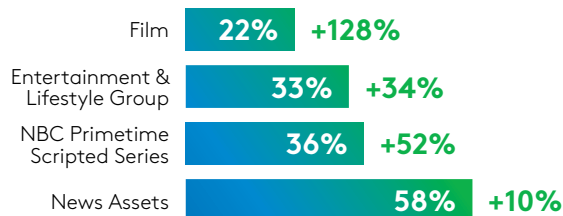
NBCUNIVERSAL: ON AIR AND BEHIND THE CAMERA GENDER DIVERSITY*

On Air (YE 2018)



WOMEN	FILM	E&L GROUP	NBC SCRIPTED	NEWS
1-Year Change	-17%	-7%	-4%	+1%
5-Year Change	+32%	-6%	-5%	+3%

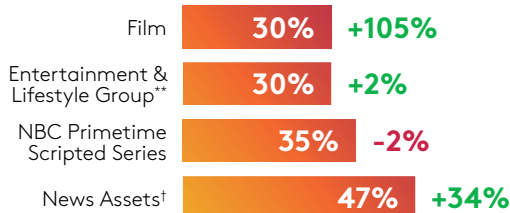
Behind the Camera (YE 2018)



WOMEN	FILM	E&L GROUP	NBC SCRIPTED	NEWS
1-Year Change	-18%	+2%	+16%	+2%
5-Year Change	+128%	+34%	+52%	+10%

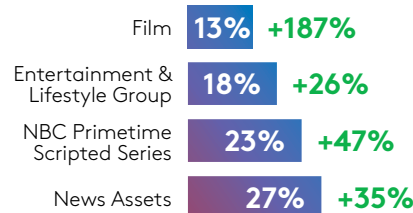
NBCUNIVERSAL: ON AIR AND BEHIND THE CAMERA ETHNIC DIVERSITY*

On Air (YE 2018)



PEOPLE OF COLOR	FILM	E&L GROUP	NBC SCRIPTED	NEWS
1-Year Change	+29%	+14%	-3%	+5%
8-Year Change	+105%	+2%	-2%	+34%

Behind the Camera (YE 2018)



PEOPLE OF COLOR	FILM	E&L GROUP	NBC SCRIPTED	NEWS
1-Year Change	+1%	+3%	+12%	+2%
8-Year Change	+187%	+26%	+47%	+35%

* Increases and decreases next to each graph represent the growth rate of percentage representation. For gender diversity the numbers reflect the growth rate since YE 2013; for ethnic diversity they reflect the growth rate since YE 2010.

** The Entertainment & Lifestyle Group includes USA, Syfy, and Bravo.

† News assets includes NBC News, MSNBC, CNBC, and NBC-owned stations, but does not include Telemundo Network News or Telemundo stations.



Michelle Rice, General Manager of TV One, delivers remarks at a reception celebrating the addition of CLEO TV and AFRO to the Xfinity lineup.

Two New Diverse Networks Launched

As part of our commitment to expand opportunities for diverse and independent cable programming, we have added over 20 independent networks since 2011, including four with Hispanic American ownership or management and four with African American majority ownership. The four Hispanic networks are BabyFirst Americas (2012), El Rey (2013), Kids Central (2017), and Primo TV (2017), while the first two African American networks were ASPIRE (2012) and REVOLT TV (2013).

In 2019, following a thorough evaluation of dozens of proposals, Comcast launched two new additional African American majority-owned independent networks to be broadly distributed on Comcast Cable systems. AFRO and CLEO TV are filling critical content gaps with top-quality programming and lifestyle

offerings targeting the black community.

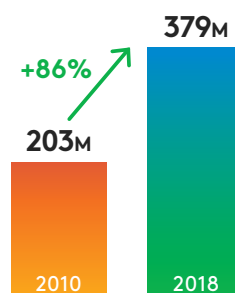
AFRO, an offering from the Afrotainment family of channels, is a 24-hour polycultural black network mainly broadcasting top-rated Nollywood (Nigerian) and black movies, dramas, sitcoms, music, talk, and late-night comedy shows. CLEO TV (the name is derived from Cleopatra) is a brand-new lifestyle and entertainment network from Urban One that offers movies, docu-series, sitcoms, talk shows, and travel, home design, and cooking shows geared toward young women of color.

“We’re at a pivotal moment in history where women are making a huge impact in our society and culture, especially women of color,” says Michelle Rice, General Manager of TV One (which is owned by Urban One). “CLEO TV offers a diverse mix of lifestyle and

18K+
hours of diverse
On Demand and Online
programming offered
in 2018

100+
diverse networks
on Xfinity platforms

TOTAL DIVERSE SUBSCRIBER NETWORK INSTANCES*



entertainment content through the unique lens of Millennial and young Gen X women of color, an audience segment that has been underserved.” ■

* 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.



Viggo Mortensen (left) and Mahershala Ali in *Green Book*, which won Best Picture, Best Supporting Actor for Ali, and Best Original Screenplay.

Creating Diverse, Authentic Stories

We are committed to cultivating diversity and inclusion throughout the company and our programming, both in front of and behind the camera. The representation and authenticity of diverse individuals, cultures, and stories on air is vitally important to our viewers and our company.

The box-office success and recent Oscar wins of Universal Pictures' *Green Book* and Focus Features' *BlacKkKlansman* validate the demand for deeply compelling narratives featuring diverse and

inclusive casts. *Green Book* is the true story of a working-class, Italian-American bouncer who becomes the driver of an African American classical pianist on a concert tour through the American South in the 1960s. The film grossed over \$300 million worldwide and was nominated for five Academy Awards, winning three: Best Picture, Best Supporting Actor (Mahershala Ali), and Best Original Screenplay. *BlacKkKlansman*, the real-life tale of an African American detective in the 1970s who infiltrates the Ku Klux Klan, earned over \$90 million at the global box office and won six Oscar nominations, including Best Picture and Best Director (Spike Lee), with Lee winning an Oscar (his first) for Best Adapted Screenplay.

NBCUniversal takes pride in creating opportunities in the media industry. One way we do

this is through our more than 50 diverse talent pipeline programs that identify and engage creative talent from a wide array of backgrounds. The programs cover a range of roles, including directors, screenwriters, actors, music composers, and journalists.

"Our pipeline programs are important to NBCUniversal and to the industry at large," says Craig Robinson, Executive Vice President and Chief Diversity Officer for NBCUniversal. "We're proud to have provided valuable experience to some of today's most successful talent, both in front of and behind the camera."

Juel Taylor dreamed of being a screenwriter after he earned a master's degree in 2015 from one of the most prestigious film schools in the United States — the University of Southern California's School of Cinematic Arts. After graduation, he found himself working as a



Director Spike Lee with actors Ryan Eggold and Adam Driver on the set of *BlacKkKlansman*. Lee won the Oscar for Best Adapted Screenplay.



Screenwriter Juel Taylor, a graduate of the Universal Writers Program, one of NBCUniversal's 50+ diverse talent pipeline programs.

freelance sound mixer and boom operator instead. He didn't know how to navigate the studio system and he didn't know the right people.

When Taylor was accepted to the Universal Writers Program, one of our diverse talent pipeline programs, it was just the break he needed. "The program gave me access and exposure to studio creative executives who later went on to hire me," says Taylor. "I met a lot of people who ended up helping me in ways I didn't expect."

Launched in 2014 as the Emerging Writers Fellowship, the program was redesigned and rebranded as the Universal Writers Program in 2017 and aims to help diversify and level the playing field in screenwriting.

For the year-long program, we hire talented screenwriters from diverse backgrounds and give them creative guidance on two

feature-length scripts, teach them how the studio system works, and introduce them to key players in the industry.

"The film industry, and the creative community at large, is very much relationship-driven," says Janine Jones-Clark, Senior Vice President of Global Talent Development & Inclusion at the Universal Filmed Entertainment Group, who oversees the Universal Writers Program. "In building and creating pipeline programs, we aim to create access for underrepresented voices and elevate their profiles with our executives and producers."

Soon after completing the program, Taylor was chosen to co-write the script for *Creed II* with Sylvester Stallone. For Universal, Taylor and his writing partner, Tony Rettenmaier, penned the screenplay for an upcoming LeBron James biopic. And in early 2019, Taylor

and Rettenmaier sold the rights to an original short story, which they will now turn into a screenplay, for somewhere north of \$1 million.

In the past few years, we have also worked to diversify the film industry by signing a number of first-look deals with high-profile diverse talent, including Jordan Peele, Will Packer, Malcolm D. Lee, Eva Longoria, Marsai Martin, and Elizabeth Banks.

In television, one of our newest pipeline programs is NBC's *Female Forward*, which gives experienced female directors the opportunity to break into scripted episodic TV. *Female Forward* launched in the fall of 2018 with 10 directors, each of whom was paired with a returning NBC show on which they shadowed on up to three episodes and then directed an episode. Several participants have already been invited to direct second episodes. ■

D&I COMMUNITY IMPACT

We support our communities by investing in local organizations, developing programs and partnerships, and mobilizing our resources to inspire and create positive, substantive change. This includes minority-led and minority-serving organizations; women-led and women-serving organizations; and partnerships with other diverse organizations. We're passionate about community impact initiatives that extend our commitment to inclusion beyond the walls of our offices. Our company and employees, along with thousands of nonprofit partners, work with a wide variety of diverse communities to support people of all ages, beliefs, and backgrounds. This is part of who we are, and who we've always been.

\$1.8B

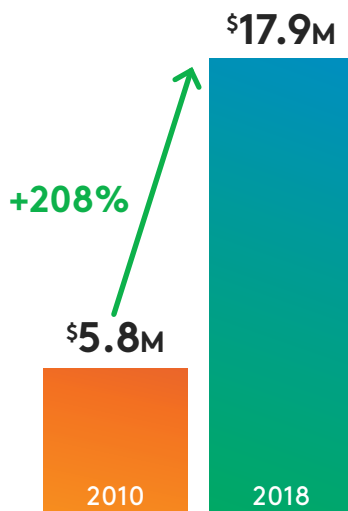
cash and in-kind giving
benefiting minorities
since YE 2010



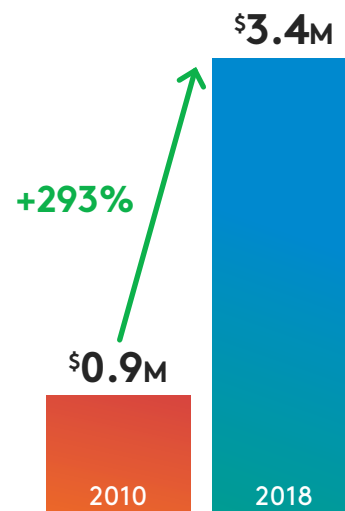
\$87M

total cash and in-kind giving to
minority-led and minority-
serving organizations in 2018

CASH GIVING TO MINORITY-LED AND MINORITY-SERVING (MLMS) ORGANIZATIONS



CASH GIVING TO WOMEN-LED AND WOMEN-SERVING (WLWS) ORGANIZATIONS



CASH GIVING	MLMS	WLWS
1-Year Change	+17%	+13%
8-Year Change	+208%	+293%



Since 2011, we have helped nearly 57,000 Americans with disabilities through our Fred J. Maahs, Jr., Assistive Technology Grant Fund to Easterseals.

Easterseals: Supporting Independence Through Assistive Technology

Technology can unlock a world of opportunities for individuals with disabilities — opportunities that also foster independence. But many people with disabilities lack basic access to the tech tools that could radically improve their lives.

Since 2011, Comcast NBCUniversal has helped nearly 57,000 Americans with disabilities through our Fred J. Maahs, Jr., Assistive Technology Grant Fund to Easterseals, a nonprofit organization committed to expanding possibilities for children and adults with disabilities. The fund, named after the former Comcast executive who helped build the partnership and serves on the Easterseals National Board of Directors, supports a variety of technology programs and services, from braille-equipped handheld computers to augmentative communication devices.

At Easterseals Colorado, clients like 19-year-old Joe are able to learn a variety of technology-related skills in the Comcast Employment & Technology Center that help with critical independent living activities, such as managing budgets and shopping online for groceries.

In 2019, Easterseals is celebrating 100 years of being a voice for individuals and families living with disabilities. And looking ahead to the next 100 years, the organization hopes to ensure that everyone, regardless of age or ability, is 100% included and 100% empowered. There is no doubt that technology will be a critical part of making that possible.

Comcast NBCUniversal's work with Easterseals is centered on deep engagement that goes much further than funding.



\$35M
in support of
Easterseals since
2011

“

We want everyone to be empowered to learn, to work, to be part of everyday life. We want to advance people with all abilities as we continue to break down barriers to equal opportunities.

ANGELA F. WILLIAMS

President and
Chief Executive Officer
Easterseals

Our employees actively serve on the organization's national and regional boards and participate in large-scale volunteer events through Comcast Cares Day. ■



Digital Connectivity

Internet Essentials is the nation's largest and most comprehensive high-speed broadband adoption program for low-income households, connecting people to an increasingly digital world and offering them skills for success. Since the launch of Internet Essentials in 2011, Comcast has connected more than 8 million individuals to low-cost, high-speed internet and to a wealth of knowledge and opportunity. Comcast has invested \$650 million in support of initiatives designed to raise awareness about the importance of the internet and boost digital skills, reaching 9.5 million people, and has provided 100,000 computers at a highly subsidized price.*



* Internet Essentials data are as of the first half of 2019.

Extending Our Service to Veterans

An estimated 30% of low-income veterans don't have internet service at home, according to the 2016 American Community Survey — and about 40% don't have their own computer. As a result, many veterans and their caregivers lack the digital tools and capabilities needed to access essential government benefits and resources, job opportunities, and social connections both within and beyond their military communities.

In 2018, Comcast expanded our Internet Essentials broadband adoption program to reach an estimated 1 million low-income veterans living in our service area around the country.

As part of the expansion — the second largest in the program's

history and the 11th in seven years — we partnered with the Elizabeth Dole Foundation and the PsychArmor Institute to provide digital skills training and increase awareness about the Internet Essentials program.

Internet at home makes a huge difference — financially and socially — for veterans, their caregivers, and their families.

When Josh Delano left the Navy after four deployments to spend more time with his two school-age daughters, he struggled to make ends meet. With help from the federal G.I. Bill, he began studying electrical engineering at California State University, Fresno, but there were many day-to-day living expenses he hadn't anticipated.

Home internet seemed to be a luxury he couldn't afford.

Delano found himself spending long hours at his college and local libraries to access the internet, and it began taking a very personal toll. "No internet at home meant giving up more time with my kids, which is the main reason I left the military in the first place," he says.

Getting internet through the Internet Essentials program allowed him to study, read online textbooks, email his professors and classmates, and submit course assignments right from his kitchen table. Being connected at home also allowed Josh to spend more time with his daughters while successfully completing his degree.

"Time was my most precious resource, and I needed to conserve time to do all my homework, help out my kids with their homework, and do what I needed to do to maintain a home," says Delano, who got a job as an electrical engineer after graduating in June 2018. ■



The 2018 expansion of our Internet Essentials program to low-income veterans helps vets like Josh Delano, shown here with his daughters, get a broadband connection at home.



Expanding Opportunity Through Technology

At Comcast NBCUniversal, we're on a mission to ensure that all individuals — regardless of zip code or income — can harness the power of technology to achieve their full potential. We're doing this in every community we serve, because we're firm believers that when people can get ahead in school, in their careers, and in their lives, everybody benefits.

While broadband access is a real problem in rural areas and tribal lands, the more immediate opportunity is to focus on the issue of broadband adoption. The fact is that millions of Americans already live in communities with access to broadband networks, yet they choose not to subscribe. The question is, why?

The No. 1 barrier to broadband adoption — by a mile — is a bucket of complex digital literacy and relevance issues. Many of the unconnected don't understand what the internet is or even how to use it. Equally important, they don't understand the relevance the internet has to their daily lives and to the well-being of their families. The No. 2 barrier is that many low-income households don't own a computer — and can't afford to buy one. Barrier No. 3 is the monthly cost of subscribing to home broadband service.



Comcast NBCUniversal partners with Hopeworks, a nonprofit that teaches young people critical technology skills. Pictured are Hopeworks staffer Kate Daughtery and client Stephon Simpson (see p. 11 for more).

The cruel irony here is that the more broadband technology advances, the further behind it leaves people without home broadband connections — who happen to be the very people who would benefit the most from the equalizing potential of the internet.

"People in underserved communities without technology, education, and training are being excluded from all types of opportunities," says Dalila Wilson-Scott, Senior Vice President of Community Impact for Comcast Corporation and President of the Comcast NBCUniversal Foundation. "It's incumbent on us to support ways we can democratize technology and use it to empower our communities. If we, as one of the largest media and technology companies in the world, don't focus on ensuring all people have access and

opportunity to support their great ideas, then who will?"

Connecting the Unconnected

The cornerstone of our company's efforts to address the three barriers to broadband adoption and close this digital divide is Internet Essentials, the nation's largest and most comprehensive internet adoption program for low-income households. Launched in 2011, Internet Essentials has connected more than 8 million people to low-cost (\$9.95 per month), high-speed internet at home. Additionally, 100,000 households have opted to purchase a heavily subsidized, internet-ready computer through the program for less than \$150.

At the core of the program is supporting and collaborating with thousands of nonprofit partners across the country to not only raise awareness of Internet Essentials, but also to deliver



KEY METRICS



8M+

low-income Americans
connected to the internet
at home through Internet
Essentials



\$188M

in total support provided to
the National Urban League
and UnidosUS since 2001

high-quality digital skills training. Since the program began, we have provided \$650 million in cash and in-kind contributions, reaching 9.5 million people, thanks to the support of partners

who are training individuals new to the internet, teaching young people to code, and helping jobseekers navigate the complexities of an online world, among many other examples. ■

“

We're really proud to support a cause so closely tied to what we do as a business.

KARIMA ZEDAN

Vice President of Digital Inclusion and Internet Essentials
Comcast

Partnering for Progress

A generation ago, proficiency in numeracy and literacy were baseline skills to enter the workforce. Today's workplaces, however, require digital competency — and that's not just for jobs in technical fields. Positions at every level and in virtually every sector, from healthcare to manufacturing, education to retail, require employees to engage with an ever-growing array of digital tools. That's why we are investing in programs that help people progress from digital literacy to the real-world application of skills in the workforce.

We are working with organizations that are providing diverse — and traditionally underserved — communities with resources to bridge the opportunity divide. For example, we have chosen to partner with the National Urban League and UnidosUS, two leading organizations with longstanding and proven histories of tackling challenging issues in communities of color. Our work is focused on helping these communities prepare for the digital economy, because studies show they are disproportionately affected by the digital divide. The Joint Center for Political and Economic Studies, in research funded by Comcast NBCUniversal, found that 27% of African Americans and 31% of Hispanics are concentrated in 30 occupations at high risk of being eliminated or fundamentally changed by automation.

For Comcast NBCUniversal, closing the opportunity divide in our communities is critical. And while there is still much work to be done, we are investing resources, applying our expertise, and leveraging the breadth of our business to make a brighter future possible for more people.



“

I'm learning so many new things from the internet, including how to adjust to America. Internet Essentials changed my life.

SUJITA DHAKAL

Internet Essentials customer

Through Internet Essentials, Sujita Dhakal, who moved to Colorado from Nepal, was able to use the internet to translate words and ease her transition to American culture.



Building Better Connections

“Humbling” is the word Comcast Communications Technician Jamaine Cash uses to describe what it’s like to connect the digitally unconnected.

Cash is among Comcast’s 2,500+ Internet Essentials Ambassadors, employees who volunteer to spread the word about our broadband adoption program, which aims to close the digital divide — the gap between those with an internet connection at home and those without.

“Having an opportunity to do good at my job and a way to give back is something I look forward to doing every day,” says Cash,

who promotes the program at community events in and around greater Philadelphia. “Whether I’m handing out a flyer or volunteering for an event, it makes me feel accomplished knowing that I made a difference in someone’s life.”

Today, more than ever, high-speed internet at home is a critical tool for learning, doing homework, finding jobs, discovering skills, and connecting to one another. Internet Essentials is ensuring that all low-income households in Comcast’s service area have the opportunity to benefit from the vast resources and knowledge that come with being digitally connected.

Since Comcast launched Internet Essentials in 2011, we have connected more than 8 million low-income Americans to the internet at home. Eighty percent of these customers are people of color, and 75% are women. Over the past eight years, we have made more than 35 enhancements to the program, doubling down on our investment by improving the quality of the internet service, streamlining the application process, and engaging communities more deeply. Eleven of these program enhancements made the universe of potential customers ever-larger by expanding the eligibility requirements.

For Sujita Dhakal, who moved to Colorado from Nepal in 2010, Internet Essentials helped ease

KEY METRICS



\$650M

invested since 2011 in digital literacy training and awareness programs



9.5M

people reached through digital literacy training and awareness programs



80%

of Internet Essentials customers are people of color

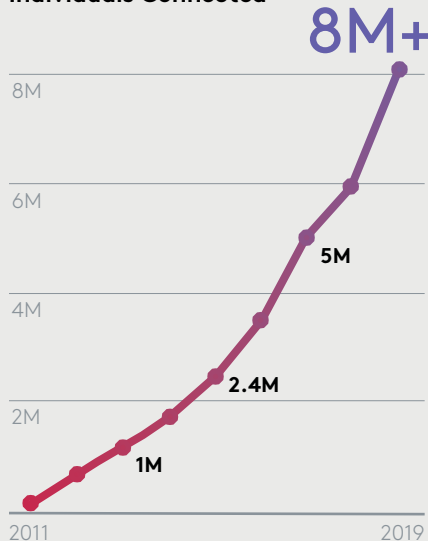


75%

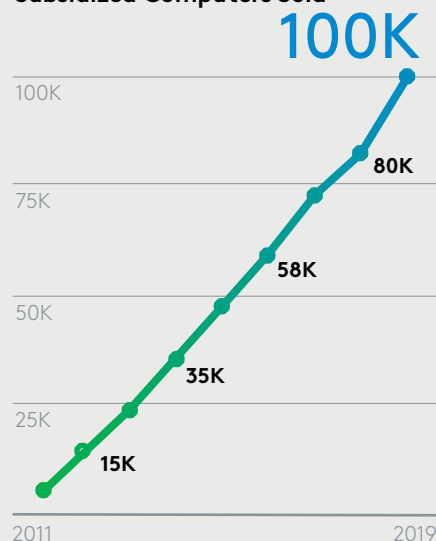
of Internet Essentials customers are women

INTERNET ESSENTIALS: CUMULATIVE IMPACT

Individuals Connected



Subsidized Computers Sold



Comcast Communications Technician and Internet Essentials Ambassador Jamaine Cash helps a customer.

her transition to American culture. When she came to the United States, the language barrier proved difficult. Working to make ends meet in a new country while caring for their young son and daughter, she and her husband didn't see much of each other.

She learned about Internet Essentials from a neighbor who had the service. "I use the internet to translate words I don't understand, to apply for a driver's license, to get my beautician's license, to apply for citizenship," she says. ■



Girls at an Internet Essentials event in Florida go home with laptops.

Other Key Initiatives

Beyond our three key focus areas of diversity and inclusion, community impact, and digital connectivity, Comcast NBCUniversal uses our size, scope, and scale to make a meaningful difference in three other important areas: environmental sustainability, military engagement, and accessibility. We're building a more environmentally sustainable company, providing opportunities for military families, and making our products, services, and experiences accessible to a broad range of audiences.



Sustainability



Military
Engagement



Accessibility



Sustainability

From improving the fuel efficiency of vans in our fleet, to designing energy-efficient products for use in our customers' homes, Comcast NBCUniversal is building a more environmentally sustainable company. To get there, we focus on sustainable innovation in four impact areas: Energy + Emissions, Products + Experiences, Materials + Waste, and Engagement + Outreach. And we have set long-term, aspirational goals: zero emissions, zero waste, and 100% renewable energy. We are also combining our dual commitments to sustainability and community service: In 2019, we surpassed our goal — one year early — of providing 500,000 volunteer service hours on environmentally friendly projects by 2020.



Fresh herbs are grown in The Market, the employee cafeteria at our Comcast Technology Center. Across the Comcast Center Campus in Philadelphia, excess food is given to local hunger-relief organizations through an app-based service called Food Connect.

Aiming for Zero Waste

Food waste is a critical global challenge. According to the Natural Resources Defense Council, approximately 40% of food in the United States — or more than 125 billion pounds each year — is thrown out, and food is the primary contributor to landfills. When food goes to waste, so does the water, soil, fertilizer, and labor that went into producing it. At the same time, food insecurity affects an estimated one out of eight Americans, according to Feeding America.

At Comcast NBCUniversal, we have set a long-term, aspirational goal of becoming a zero waste company — and that includes food waste. Throughout our operations, we are conserving resources by being mindful of what we use and how we use it. And we have strategies in place to manage the waste we do create.

Our attention to food waste may surprise some. But our operations and facilities feed thousands and thousands of people every day — at our theme parks, our numerous TV and film production sets, and our various employee cafeterias, as well as through Spectra, a company in which Comcast holds a minority ownership stake that manages food service operations at more than 240 sporting and event venues across North America.

At our Universal Orlando theme park, Chef Steve Jayson, Vice President and Corporate Chef for Universal Parks & Resorts, works to plan meals for tens of thousands



We have set a long-term, aspirational goal of becoming a zero waste company — and that includes food waste from our employee cafeterias, including The Market.

of hungry guests every day at more than 200 dining destinations — all while reducing food waste.

“A chef tries to make use of every part of a chicken, or salmon, or a piece of fruit,” says Jayson. “That’s sustainability in its own way.”

In 2018, aggressive programs at both Universal Studios Hollywood and Universal Orlando Resort resulted in diverting more than 5,800 tons of food and compostable paper-based products from landfills.

At many of our locations, we donate edible leftovers to the local community. More than 10,000 pounds of food is donated annually from our NBCUniversal employee commissaries at Universal City Studios, DreamWorks Animation, and 30 Rockefeller Center. And in 2018 alone, 54 NBCUniversal film and television productions in 13 cities around the world donated more than 43,300 pounds of excess food from set.

Of course, reducing food-related waste is just one aspect of our zero waste efforts. Comcast’s

National Recycling Program has recycled or diverted from landfill more than 51.7 million pounds of cable equipment waste since 2014. Halloween Horror Nights at Universal Studios Hollywood reuses more than 120 tons of materials each year — including decorative, construction, staging, set dressing, electrical, and animation materials. And on the television and film side, our Sustainable Production Program focuses on waste reduction, recycling, responsible sourcing, and energy efficiency. In 2018, NBCUniversal received 38 Green Seals from the Environmental Media Association — the most of any production studio for the fourth year in a row. ■



51.7M

pounds of cable equipment waste recycled or diverted from landfills since 2014

The Future Is Renewable

Comcast NBCUniversal operates out of more than 3,000 buildings, ranging in size from our 60-story Comcast Technology Center to cable headends* the size of a garden shed. The sheer scope of our physical footprint makes our goal that much more audacious: We aim to power all of our buildings, as well as our network and operations, with 100% renewable energy.

"Energy use is one of our biggest areas of opportunity," says Susan Jin Davis, Chief Sustainability Officer for Comcast NBCUniversal. "We are looking for operational efficiencies to conserve energy while also investing in renewable energy where we can. We know that renewables are the future."

According to the U.S. Energy Information Administration, only about 11% of energy consumed and 17% of energy generated in the United States in 2017 came from renewable sources. A recent report from the Intergovernmental Panel on Climate Change found that renewables will need to make up a minimum of 63% of the world's electricity generation by 2050 if we are to limit global warming to a 1.5°C increase over pre-industrial levels.

Our 100% renewables goal, while long-term and aspirational, reflects the company's determination to do our part in the transition toward a low-carbon future, and we're taking

action across our operations. Comcast Cable's Northeast Division has installed solar panel systems at nine locations in four states, with several more systems planned for 2019. Two of the 2018 installations were large-scale solar carports — one at the division's headquarters in Manchester, N.H., and one at our call center in Plymouth, Mass.

We're also harnessing wind power. Comcast Spectacor, which operates the Wells Fargo Center in Philadelphia, announced that it will purchase 9 megawatts worth of renewable energy certificates (RECs) from Constellation, a retail energy company. The RECs will be invested in the HillTopper wind project in Illinois and will be equivalent to 100% of the power used at the Wells Fargo Center.

As we make strides toward our 100% renewable energy goal, we are working to make our overall use of energy more efficient — no matter the source. In the Northeast Division, we have measured and analyzed energy

use in every technical facility we operate, ultimately finding efficiencies that reduced 2.7 megawatts of energy from our baseline consumption in the division. ■

* A headend is a broadband electronics station, where cable television signals are processed and distributed.

KEY METRICS



4K
equivalent number of passenger vehicles eliminated from the road through investment in the HillTopper wind project



11M
kilowatt hours reduced annually through investment of nearly \$5 million in LED lighting in 2018



17.5K
Xfinity vans and trucks equipped with fuel efficiency software



Our zero emissions goal applies to our entire operational fleet, including our Xfinity vans.



Military Engagement

Comcast NBCUniversal stands with those who have served our country and their families. As one of America's most military-friendly employers, we have pledged to hire a total of 21,000 members of the military community between 2015 and the end of 2021. We also provide enhanced benefits for active-duty National Guard and Reserve employees. And, we contribute to military-related nonprofits, supporting nearly 400 organizations with \$151 million in cash and in-kind contributions since 2001. In 2018, we expanded our Internet Essentials broadband adoption program to low-income veterans living in our service area.

U.S. Army Brigadier General (Retired) Carol Eggert, Senior Vice President for Military and Veteran Affairs at Comcast NBCUniversal, shown here speaking to employees, leads our efforts to encourage other companies to hire veterans and others from the military community.

Leading the Way on Military Hiring

Military veterans and National Guard and Reserve members make terrific employees. Not all companies recognize the benefits of hiring veterans, however. “There are still so many stigmas and stereotypes that prevent companies from committing to military hiring,” says Marjorie Morrison, founder and former CEO of the PsychArmor Institute, which provides no-cost, online education to individuals who work with, live with, or care for members of the military community. “For example, some employers may believe that vets just follow orders — that they aren’t innovative. That’s a myth, of course, as Comcast NBCUniversal and other companies can attest.”

Another barrier? Hiring managers often can’t decode the resumes of veterans and need help understanding how military jobs can translate into civilian ones.

To help overcome both the misleading stereotypes and the more mundane hurdles of hiring, we at Comcast NBCUniversal have been sharing our knowledge and experience with other companies to encourage them to draw employees from the military community.

In 2018, we sponsored the Veterans at Work Certificate Program, an online training program for human resources professionals who would like to improve their military hiring capabilities. The program was created by the SHRM Foundation — the nonprofit arm of the Society for Human Resource Management (SHRM) — in partnership with the

PsychArmor Institute and Syracuse University’s Institute for Veterans and Military Families.

We are also encouraging employers to hire from the military community through our involvement with Hiring Our Heroes, an initiative of the U.S. Chamber of Commerce Foundation.

Through these and other efforts, we hope other companies will be inspired to hire members of the military community. Doing so not only benefits the companies themselves — they gain reliable, talented, and experienced employees — but it’s also a meaningful way to give back to those who have given so much. ■

KEY METRICS

400

military organizations supported since 2001

\$151M

cash and in-kind giving to military-related nonprofits since 2001

21K

committed to hiring 21,000 members of the military community by the end of 2021



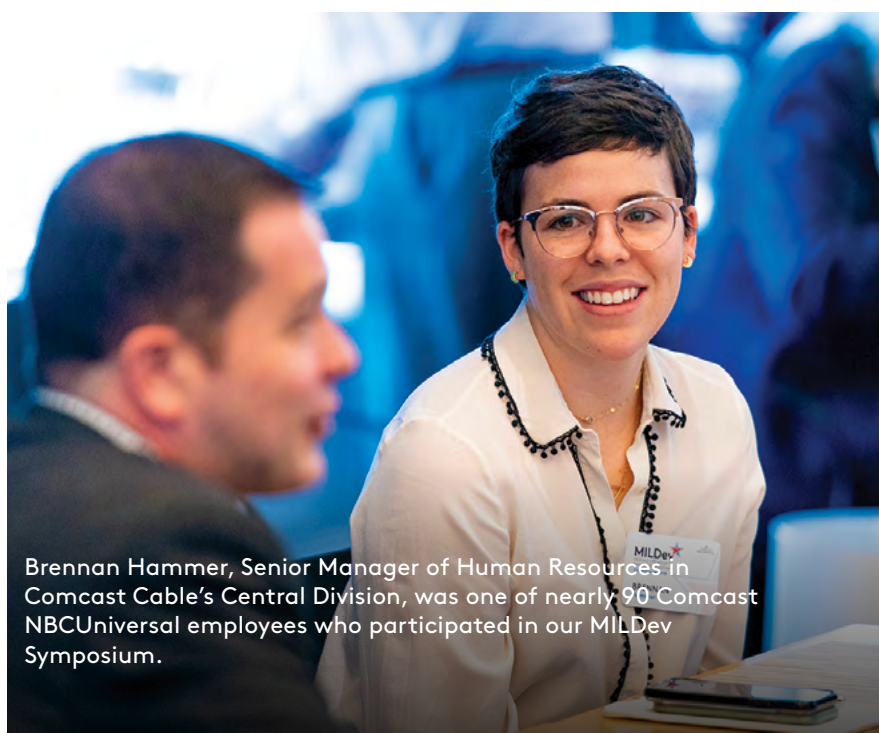
Marjorie Morrison, founder and former CEO of the PsychArmor Institute, which offers no-cost, online courses for employers who would like to improve their military hiring capabilities.



U.S. Army Brigadier General (Retired) Carol Eggert, Senior Vice President for Military and Veteran Affairs at Comcast NBCUniversal, speaks to a member of the U.S. Army during a military hiring celebration event at the Comcast Cable Freedom Region office in Voorhees, N.J.



Steve Salata, Comcast Cable's Vice President for Customer Care Repair & Reliability, networks with other employees at our Military Influencer & Leader Development (MILDev) Symposium, a multi-day event for Comcast NBCUniversal employees from the military community.



Brennan Hammer, Senior Manager of Human Resources in Comcast Cable's Central Division, was one of nearly 90 Comcast NBCUniversal employees who participated in our MILDev Symposium.

A Military Spouse Finds Support and Community

Nancy and Bruce McLain were lucky to have survived the Vietnam War.

Bruce, just a teenager at the time, served 13 months in Vietnam under the Special Operations Group, part of a team tasked with finding and rescuing missing and imprisoned soldiers. Of the 100 men on his team, only five made it home alive. While physically unscathed, Bruce suffered from post-traumatic stress disorder (PTSD) and survivor's guilt.

Nancy, born in Vietnam at the height of the war, doesn't recall much from her early years in Saigon or her family's post-war escape. But a few harrowing memories stand out: the terror of the Viet Cong; her family fleeing the country on a crowded boat captained by her father; and arriving in Malaysia as a frightened 6-year-old.

Nearly two decades later, Nancy and Bruce met in Los Angeles, where Nancy's family eventually resettled. Bruce had transitioned to civilian life after serving eight years in the Army and Air Force.

"We didn't know right away that we had both been in Vietnam — that awareness unfolded over time," says Nancy, "but I feel like it's part of why we were meant to be together. We've definitely helped each other heal and move on from those experiences."



Bruce and Nancy McLain and their children at a Wreaths Across America event sponsored by our Veterans Network Employee Resource Group.

As a Legal Technology Specialist at Comcast NBCUniversal in Los Angeles, Nancy has found friendship and support in the Veterans Network, the company's 8,400-member Employee Resource Group (ERG) focused on military veterans, National Guard and Reserve members, military spouses, and their supporters.

The company's promise to give back to those who served — and their spouses — is the same no matter if the individual is actively serving or served decades ago. We know that many veterans have sustained physical and psychological injuries that may require life-long support.

"As a spouse, you can feel lonely in what you're dealing with," says Nancy, who joined Comcast NBCUniversal in 2013. "But with the Veterans Network, I have a support system."

Comcast NBCUniversal is committed to supporting military spouses in the same way it does military veterans and Guard and Reserve members. Our unique Transfer Assistance Program helps employees who are spouses of

“
Military spouses
are such a vital
part of the military
community. We
work hard to ensure
they get the support
they need to be
successful on the job.”

CAROL EGGERT

U.S. Army Brigadier General
(Retired) and Senior Vice President
for Military and Veteran Affairs
Comcast NBCUniversal

active-duty military find new jobs when a military reassignment forces them to move. We are also a founding member of the U.S. Chamber of Commerce's new Hiring 100,000 Military Spouses Campaign, a three-year initiative that is raising awareness of military spouse unemployment, which stands at 16% nationally, more than four times the civilian average. ■



Accessibility

Comcast NBCUniversal is committed to making our products, services, and experiences accessible to the widest possible audiences — creating new pathways to independence and inspiration for people with disabilities. We're continuously innovating to expand the utility of our products, from the cable industry's first talking guide, to narrated voice descriptions of TV programs, to remotes that can be manipulated through eye-tracking devices — all of which are available today. We are also committed to making our workplaces inclusive for employees of all abilities and to building a workforce that reflects the demographics of the disability community.

Celebrating Global Accessibility Awareness Day

Back in 2011, a web developer in Los Angeles penned a blog post for his fellow engineers, questioning why it was so hard to figure out how to make the internet more accessible for people with disabilities.

"I would argue that it's more important to make a [web] site accessible than pretty ... an accessible internet literally makes a world of difference," Joe Devon wrote at the time. "Although I'm a back-end programmer, I'm still ashamed at how little I know. How about you?"

He challenged his peers to create a Global Accessibility Awareness Day (GAAD) for the tech industry, and by the following May, the very first GAAD had been born. These now-annual events aim to get people talking, thinking, and learning about digital access and inclusion for people with all types of abilities and disabilities.

In 2018, Comcast NBCUniversal marked GAAD not just with a single day, but also with a full week of activities. This first GAAD Week was designed to showcase all the work we do around disability inclusion both inside and outside of our company. We wanted to engage and inspire our own workforce by showing how we innovate with accessibility top of mind. And we wanted to highlight the many ways we meet our customers where they are, making products more compatible with their needs.



Comcast NBCUniversal employees demonstrate accessible technology during Global Accessibility Awareness Week.

"Accessibility starts with the recognition that disability is not the lack of an ability," says Tom Wlodkowski, Comcast Cable's Vice President of Accessibility. "It's the lack of a solution. We define accessibility as the measure of how effectively people with disabilities can interact with our services."

GAAD Week included a company-wide, town-hall-style webcast that introduced some of our latest accessible products, as well as the employees behind them, and an inspirational keynote speech from Paralympic medalist Danelle Umstead. ■

2.7M
set top boxes with at
least one accessibility
feature enabled

Opening Doors Through Disability Mentoring

The doors kept shutting before Bernadette Krause ever had an opportunity to pass through.

With a degree in media studies and production from Temple University, Krause had the skills for a wide range of entry-level jobs in her hometown of Philadelphia. But despite applying for more than 100 positions leading up to and after her 2016 graduation, she never moved beyond the telephone interview phase.

The reason seemed more than obvious to her. Potential employers grew skittish, she says, when she told them she has spastic quadriplegia cerebral palsy, which necessitates full-time use of a wheelchair and workplace accommodations such as speech-assisted computer technology.

"As soon as I disclosed my disability, the people screening my interview would find a way to end the conversation," Krause says. "I felt that I was being discriminated against, although I had no way to prove it."

Then, in October 2016, she learned that Comcast would be hosting its Disability Mentoring Day in Philadelphia. Part of a national effort coordinated by the American Association of People with Disabilities, the annual event promotes career development for people with disabilities through hands-on job exploration and ongoing mentoring relationships.

Krause and other mentees spent a full day at the Comcast Center, participating in resume reviews,

mock interviews, and networking and mentoring sessions. Fast-forward to June 6, 2017, Krause's first day on the job as a Community Manager for Talent Acquisition at Comcast.

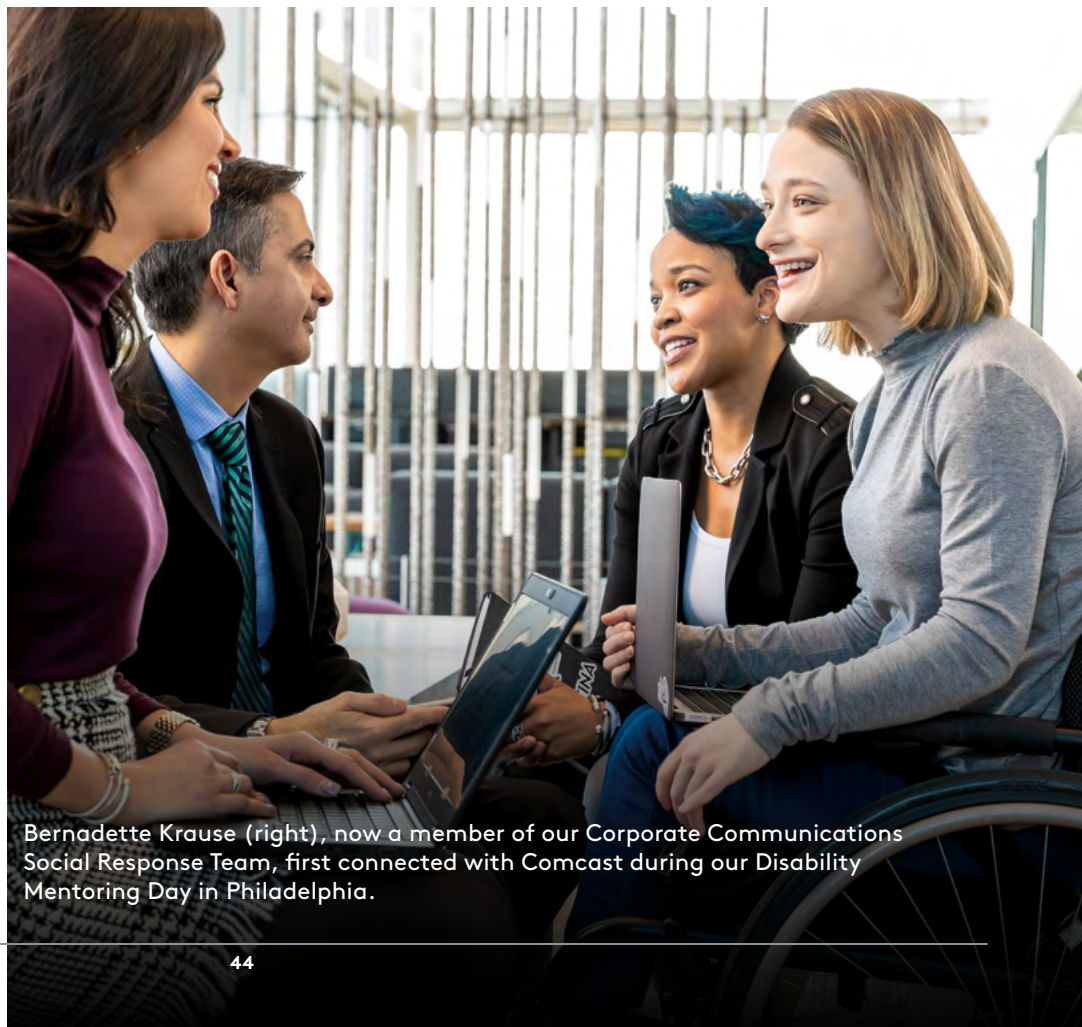
In advance of Krause's first day, the company wanted to ensure it had the right accommodations in place, such as widened bathroom stall doors for easier access and automated hallway doors on the 34th floor, where Krause would be located. And before she arrived, the Human Resources department trained Krause's soon-to-be coworkers and building security personnel about her service dog, Gusto, who would accompany Krause to work each day. ■

“

I am so grateful to Comcast. They were the only company willing to take me on, with all of my needs and accommodations, and they let me prove that I'm capable, willing to work hard, and able to be a beneficial employee.

BERNADETTE KRAUSE

Corporate Communications
Social Response Team
Comcast



Bernadette Krause (right), now a member of our Corporate Communications Social Response Team, first connected with Comcast during our Disability Mentoring Day in Philadelphia.




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