Our principles in practice.
Moving forward, frame by frame.

At Comcast NBCUniversal, Diversity & Inclusion isn’t just an objective we strive to meet; it is critical to our success as an organization. It connects us to each other and our communities, inspires innovation, and fuels our passion for success.

2014 was marked by many key moments that highlight the value, competitive edge, and success Diversity & Inclusion brings to our organization. We’re proud to share a few of these moments in this report.

For the eighth consecutive year, in 2014, LATINA Style magazine names Comcast among the top companies for Hispanic women.

Comcast is named among America’s Best Places to Work for LGBT Equality by the Human Rights Campaign.

National Veteran-Owned Business Association ranks Comcast as one of 25 Best Corporations for Veteran-Owned Businesses.

A Message from Our Chairman and CEO and Our Chief Diversity Officer

Comcast founder Ralph Roberts is known for his love of family. Since the very beginning, he believed that Comcast was “one big family,” with everyone connected by shared experiences, shared passions, and a shared vision for the future.

Today, the Comcast family is stronger than ever, thanks in no small part to the rich diversity of talent and perspectives brought to the organization — across every Comcast NBCUniversal division, region, technology lab, local office, newsroom, theme park, and studio set — every day.

But our family values of diversity & inclusion extend beyond the walls of our organization. They reach into the communities we serve with diverse content and programming; into our supply chain by encouraging, facilitating, and empowering minority, women-owned, and other diverse businesses to work with us; and into our community partnerships, where we focus our resources, talents, and passions into making our communities strong.

In 2002, on the heels of Comcast’s merger with AT&T Broadband, we talked about our hopes and dreams for influencing and changing Comcast for the future, and we asked ourselves, “What would be the definition of success?”

We agreed that diversity & inclusion was one of the milestones that would extend to our investment in entrepreneurs and define our success — and just like family, it’s a lifetime commitment at our company.

Our ultimate goal is an important one: to be the model company for diversity & inclusion in the United States. And when we reach this goal, we will continue to raise the bar. Today, there’s room to continue growing in pursuit of that goal. But the future is bright, and we pause to acknowledge the advancements we’ve made and the hard work done by and for the benefit of the entire Comcast NBCUniversal family in 2014.

Brian L. Roberts
Chairman and CEO
Comcast Corporation

David L. Cohen
Senior Executive Vice President and Chief Diversity Officer
Comcast Corporation
The best ideas come from the best people.

At Comcast NBCUniversal, our strength stems from the 139,000 dedicated, talented individuals who make up our family. We strive every day to deliver the best products, programming, and entertainment experiences. And at the heart of our Company’s workforce culture is an ongoing commitment to diversity & inclusion.

A Closer Look at Our Overall Workforce Diversity

At year-end (YE) 2014, our total overall diversity was 59%, and we are continuing to focus on increasing diversity by attracting more women and people of color to join Comcast NBCUniversal. At YE 2014, the percentage of diverse new hires across all levels was 69%.

Retention

Retention is an area of opportunity for Comcast NBCUniversal. The annual rate of retention for women and people of color is slightly lower than the annual rate of retention for male employees and white employees. To address these gaps and enhance the retention of our diverse talent, we are expanding our employee engagement efforts, with a special focus on Employee Resource Groups and Mentorship Programs.

ANNUAL RETENTION RATE BY ETHNICITY

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Total Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>84%</td>
</tr>
<tr>
<td>African American</td>
<td>86%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>81%</td>
</tr>
<tr>
<td>White, Non-Hispanic</td>
<td>80%</td>
</tr>
<tr>
<td>Native American</td>
<td>77%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>72%</td>
</tr>
<tr>
<td>Asian American</td>
<td>76%</td>
</tr>
</tbody>
</table>

ANNUAL RETENTION RATE BY GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th>Total Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>86%</td>
</tr>
<tr>
<td>Women</td>
<td>80%</td>
</tr>
</tbody>
</table>

*Diverse indicates women and people of color without double-counting women of color.
A Diverse Leadership

Between YE 2010 and YE 2014, we experienced positive growth in the number of diverse leaders at the vice president level and above (VP+), director level, and manager level. Employees that classified as “two or more races” continue to show the highest growth rate percentage, year after year.

### Increased Diversity, VP & Above, YE 2010 - YE 2014

<table>
<thead>
<tr>
<th>Community</th>
<th>% of Numerical Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diverse</td>
<td>200%</td>
</tr>
<tr>
<td>Asian American</td>
<td>63%</td>
</tr>
<tr>
<td>Native American</td>
<td>43%</td>
</tr>
<tr>
<td>African American</td>
<td>28%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>23%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>25%</td>
</tr>
<tr>
<td>Women</td>
<td>25%</td>
</tr>
<tr>
<td>Men</td>
<td>11%</td>
</tr>
<tr>
<td>People of Color</td>
<td>40%</td>
</tr>
<tr>
<td>White, Non-Hispanic</td>
<td>12%</td>
</tr>
</tbody>
</table>

### Increased Diversity, Director Level, YE 2010 - YE 2014

<table>
<thead>
<tr>
<th>Community</th>
<th>% of Numerical Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diverse</td>
<td>315%</td>
</tr>
<tr>
<td>Asian American</td>
<td>66%</td>
</tr>
<tr>
<td>Native American</td>
<td>-11%</td>
</tr>
<tr>
<td>African American</td>
<td>22%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>62%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>29%</td>
</tr>
<tr>
<td>Women</td>
<td>29%</td>
</tr>
<tr>
<td>Men</td>
<td>54%</td>
</tr>
<tr>
<td>People of Color</td>
<td>23%</td>
</tr>
<tr>
<td>White, Non-Hispanic</td>
<td>23%</td>
</tr>
</tbody>
</table>

### Increased Diversity, Manager Level, YE 2010 - YE 2014

<table>
<thead>
<tr>
<th>Community</th>
<th>% of Numerical Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diverse</td>
<td>274%</td>
</tr>
<tr>
<td>Asian American</td>
<td>53%</td>
</tr>
<tr>
<td>Native American</td>
<td>65%</td>
</tr>
<tr>
<td>African American</td>
<td>40%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>33%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>32%</td>
</tr>
<tr>
<td>Women</td>
<td>36%</td>
</tr>
<tr>
<td>Men</td>
<td>45%</td>
</tr>
<tr>
<td>People of Color</td>
<td>30%</td>
</tr>
<tr>
<td>White, Non-Hispanic</td>
<td>30%</td>
</tr>
</tbody>
</table>

*Increased diversity indicates women and people of color without double-counting women of color.
Our People

**Year-Over-Year Progress, Highest Levels of Leadership**

**YE 2014 VICE PRESIDENT LEVEL AND ABOVE (VP+)**
At YE 2014, women and people of color accounted for 47% of all leaders at the VP+ level and above.

- **Diverse**: 47%
- **Women**: 43%
- **Hispanic**: 44%
- **Native American**: 45%
- **African American**: 46%
- **Asian American**: 47%
- **Two or More Races**: 43%
- **White, Non-Hispanic**: 44%

**YE 2014 DIRECTORS**
At YE 2014, people of color and women accounted for 52% of all directors.

- **Diverse**: 52%
- **Women**: 49%
- **Hispanic**: 51%
- **Native American**: 51%
- **African American**: 51%
- **Asian American**: 52%
- **Two or More Races**: 49%
- **White, Non-Hispanic**: 50%

**YE 2014 MANAGERS**
At YE 2014, women and people of color accounted for 57% of all managers.

- **Diverse**: 57%
- **Women**: 56%
- **Hispanic**: 56%
- **Native American**: 56%
- **African American**: 57%
- **Asian American**: 57%
- **Two or More Races**: 56%
- **White, Non-Hispanic**: 56%

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**Diversity Begins at the Top, Total Management YE 2014**

Between YE 2010 and YE 2014, we experienced the most significant growth in our VP+ and director levels. At the manager level, which comprises the largest percentage of Total Management, we remained fairly flat between YE 2010 and YE 2014. When we combine the percentage growth in diversity at the manager, director, and VP+ levels, we maintained more than 50% diversity within our Total Management between YE 2010 and YE 2014. Diversity at the highest levels of leadership further demonstrates our commitment to creating a diverse & inclusive workforce with visible ethnic and gender diversity in management.

**YE 2014 TOTAL MANAGEMENT**

- **Diverse**: 54%
- **Women**: 54%
- **Hispanic**: 54%
- **Native American**: 54%
- **African American**: 54%
- **Asian American**: 54%
- **Two or More Races**: 54%
- **White, Non-Hispanic**: 54%

*Note: Diverse indicates women and people of color without double-counting women of color.*
We’re making long-term investments in our talent, both in programs we create for our employees to develop themselves and to execute, at a grassroots level, important initiatives for the company.

ENABLE AND EMPOWER
At YE 2014, there were more than 70 ERG chapters across Comcast NBCUniversal, and more than 18,000 members across the enterprise were registered in at least one of eight ERGs.

• Abilities Network
• Asian Pacific Americans
• Black Professionals Alliance
• Unidos (Hispanic)
• OUT (LGBT and straight allies)
• Veterans Network
• Women’s Network
• Young Professionals Network (Comcast only)

MENTORING A NEW ERA
2014 marked the second-year anniversary for Comcast’s ERG Mentorship Program, which pairs entry- to mid-level employees with senior leaders for nine months to help support their career goals. At YE 2014, after three full cycles of mentorship matching, 54 of the 166 total mentees had been promoted since joining the program.

LEADING THE WAY WITH DIVERSITY
We’re making long-term investments in our talent, both in programs we create for our employees and in external programs we support and sponsor, through partnerships with media and technology industry organizations.

One of Comcast NBCUniversal’s long-standing signature development programs is the National Association for Multi-ethnicity in Communications (NAMIC) Executive Leadership Development Program (ELDP). ELDP welcomes director-level and above leaders from Comcast NBCUniversal and leaders from many other media and technology companies for a year-long, academic- and business-focused curriculum. ELDP is offered in partnership with the University of Virginia Darden School of Business, a globally celebrated program with a proven track record in the executive education space and expertise in leveraging a world-class diverse faculty to deliver robust, research-anchored content.

Since 2001, Comcast NBCUniversal has sponsored more than 100 ethnically diverse high-potential employees to participate in NAMIC ELDP, and the program has served as a tremendous development and retention tool for our ethnically diverse leaders.
Employee self-identification surveys help inform Comcast NBCUniversal’s strategy for workforce diversity & inclusion.

To effectively recognize and account for the needs of our employees, we have inclusion tactics to measure the number of veterans, members of the lesbian, gay, bisexual, and transgender (LGBT) community, and people with disabilities.

Each year, for the past three years, we have launched or piloted voluntary, confidential self-identification employee surveys.

2012: Voluntary Veteran
Self-Identification survey launched company-wide

2013: Voluntary LGBT
Self-Identification survey launched at Comcast only, with a plan to extend to NBCUniversal employees in 2015

2014: Voluntary Disability
Self-Identification Survey launched company-wide

From our survey results, we can offer more relevant communications strategies, training, and management support to our employees. We’re also able to better plan for the company’s future workforce.

In 2015, Comcast NBCUniversal also pledged to hire an additional 10,000 veterans by 2017.

**YE 2014 RESULTS**

- **5,000** Self-Identified Veterans Within the Comcast NBCUniversal Workforce
- **6,500** Comcast Employees Participated in the Pilot LGBT Self-Identification Survey
- **32,000** Comcast NBCUniversal Employees Participated in the Disability Self-Identification Survey
A unified commitment to supplier diversity.

The professionals dedicated to supplier diversity within Comcast NBCUniversal’s procurement team see each business unit within the organization as a potential “client” and diverse suppliers as opportunities to serve the client. To that end, supplier diversity is a win-win for us; it strengthens our business units’ purchasing power, builds value for our shareholders, and contributes to building wealth in the communities where our employees, customers, and audiences live and work.

Our principles in practice.

**INNOVATIVE STRATEGIES, ENHANCED PARTNERSHIPS**

Our Tier II program helps our primary (Tier I) vendors to secure diverse partnerships with diverse suppliers at the subcontracting level. And when Tier II suppliers have access to capital and can scale their business to meet our needs, Comcast will negotiate a direct partnership. This was the case with Telamon — an Asian-owned minority business enterprise that transitioned from subcontractor (Tier II) to a direct (Tier I) vendor.

Comcast was introduced to Telamon in 2012 at a national supplier diversity conference. At the time of the introduction, Telamon supported Comcast indirectly through our vendor relationship with Cisco. In 2014, Telamon became one of Comcast’s direct vendors — supplying cell backhaul and metro Ethernet business services equipment. This equipment allows businesses to expand their network bandwidth to handle the increase in demand for smartphones, wireless air cards, and 3G/4G connections to their network. As a value-added reseller of cell backhaul and metro Ethernet equipment, Telamon has the ability to streamline logistics and provide Comcast with efficient equipment solutions.

“The Telamon partnership is special because the procurement team challenged a direct cell backhaul vendor to examine opportunities within our broader supply chain and help us to increase diverse spend,” said Peter Kiriacoulacos, Chief Procurement Officer, Comcast NBCUniversal. “Other Comcast NBCUniversal teams are encouraged to work with their direct vendors to propose innovative strategies for enhanced partnerships with diverse vendors.”

“Supplier diversity is extremely important to Telamon being a minority-owned company ourselves,” said Kate Kittiko-Alberts, Vice President of Sales for Telamon. “Our partnership with Comcast has flourished throughout the past few years, and we look forward to continuing our partnership and providing Comcast with efficient equipment solutions.”

“Comcast NBCUniversal Tier II program began in 2012.

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The percentage of supplier diversity applicable spend as a portion of the total company procurement spend at YE 2014 was 17%. Applicable supplier diversity spend at YE 2010 was 11%.

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*Spent with Diverse Suppliers Between YE 2010 - YE 2014*

<table>
<thead>
<tr>
<th>Year</th>
<th>Tier I</th>
<th>Tier II</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$670</td>
<td>$140</td>
</tr>
<tr>
<td>2011</td>
<td>$702</td>
<td>$186</td>
</tr>
<tr>
<td>2012</td>
<td>$788</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>$1,301</td>
<td>$213</td>
</tr>
<tr>
<td>2014</td>
<td>$2,050</td>
<td></td>
</tr>
</tbody>
</table>

*Comcast NBCUniversal Tier II program began in 2012.
SPOTLIGHT ON DIVERSE LEADERS AND DIVERSE INVESTMENTS

Historically, men have dominated the world of venture-backed startups. At Comcast NBCUniversal, we’re changing that trend.

Managing Director and Head of Funds for Comcast Ventures, Amy Banse is “a big believer in getting it done.” With more than 20 years’ experience starting and investing in companies at Comcast, Amy has closed hundreds of deals, acquired multiple cable television networks, and launched several others.

At Comcast Ventures, Amy leads strategy for how best to invest fund capital and support our portfolio companies. In a world where many funds are chasing the best deals, Comcast Ventures stands out in its ability to leverage the Comcast NBCUniversal platform and foster relationships between startups and business units across the company.

IN HER OWN WORDS

As a busy working mother of four, I am the ultimate consumer. I love technology and am drawn to consumer-oriented and SaaS (Software as a Service) products that solve problems and make our lives better. Will it make a life easier, happier, more efficient? That, for me, is a threshold filter.

Starting a company today is easier now than it was 20 years ago. Initial startup costs are reduced thanks to software in the cloud and social network marketing.

The type of company I want to invest in has great founders, passionate teams, and products that solve a problem in a potentially transformational way. But I’m also looking for companies that understand the importance of diversity and work hard to establish an inclusive company culture from the get-go.

While it’s no surprise that still today, a majority of entrepreneurs we meet are men, it’s been refreshing to see a steady uptick of savvy, visionary female entrepreneurs come through our office doors.

Since 2011, Comcast Ventures has invested in a number of female-led companies, including:

- **BaubleBar**: BaubleBar, the go-to online destination for jewelry
- **Birchbox**: Birchbox, a platform for conveniently navigating affordable beauty products
- **BlogHer**: BlogHer, an online space for women to engage and learn from a like-minded community
- **Cuyana**: Cuyana, a fashion brand that creates premium women’s essentials
- **Houzz**: Houzz, an online database for people in the process of building, remodeling, and decorating
- **Kiwi Crate**: KiwiCrate, child-focused e-commerce site to help the next generation explore, create, and innovate
- **Loverly**: Loverly, a one-stop online wedding shop

CATALYST FOR DIVERSITY IN ENTREPRENEURSHIP

Comcast Ventures also has a dedicated fund designed to support entrepreneurs of color.

Run by William Crowder and Laurence (Lo) Toney, Comcast Ventures’ $20 million Catalyst Fund offers impactful opportunities for minority entrepreneurs. The Catalyst Fund has made direct and follow-on investments in nine tech startups with diverse founding teams. In partnership with Philadelphia-based DreamIt Ventures, the Catalyst Fund has successfully sponsored more than 33 minority-led start-ups since 2011 through the DreamIt Access Program, including 10 startups founded by women.

2011-2014 COMCAST-SPONSORED DREAMIT ACCESS COMPANIES

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BaubleBar</td>
<td>The go-to online destination for jewelry</td>
</tr>
<tr>
<td>Birchbox</td>
<td>A platform for conveniently navigating affordable beauty products</td>
</tr>
<tr>
<td>BlogHer</td>
<td>An online space for women to engage and learn from a like-minded community</td>
</tr>
<tr>
<td>Cuyana</td>
<td>A fashion brand that creates premium women’s essentials</td>
</tr>
<tr>
<td>Houzz</td>
<td>An online database for people in the process of building, remodeling, and decorating</td>
</tr>
<tr>
<td>KiwiCrate</td>
<td>Child-focused e-commerce site to help the next generation explore, create, and innovate</td>
</tr>
<tr>
<td>Loverly</td>
<td>A one-stop online wedding shop</td>
</tr>
</tbody>
</table>
Striving to provide the best content for diverse audiences.

Comcast provides unparalleled access to the broadest variety of content. This, combined with our passion for delivering the best in news, reality, and scripted programming through NBCUniversal, is at the very heart of our commitment to diverse programming. In 2014, we continued to make great strides in expanding our carriage of multicultural networks to millions of households to reflect, serve, and promote the needs of our diverse customers and communities.


We are expanding the diverse networks we carry to a broader audience, furthering our commitment to entertain and inform a broadly diverse customer base.

Total Diverse Subscriber Network Instances¹

<table>
<thead>
<tr>
<th>Year</th>
<th>YE 2010</th>
<th>YE 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>197</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>236</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>272</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>369</td>
<td>387</td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

97% 4-Year Growth

Time-shifted programming provides our audiences with the most flexibility. We’re increasing and enhancing the number of diverse hours on our XFINITY On Demand™ and Online platforms.

Total Diverse On Demand Hours²

<table>
<thead>
<tr>
<th>Year</th>
<th>YE 2010</th>
<th>YE 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>375</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>904</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>1,049</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>1,431</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td>2,152</td>
</tr>
</tbody>
</table>

474% 4-Year Growth

Total Diverse Online Hours³

<table>
<thead>
<tr>
<th>Year</th>
<th>YE 2010</th>
<th>YE 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>566</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>971</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>887</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>1,585</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td>3,714</td>
</tr>
</tbody>
</table>

556% 4-Year Growth

¹Total diverse Subscriber Network Instances includes African American, Asian, Hispanic, and international programming.
²Total diverse programming On Demand includes African American, Asian, Hispanic, Jewish, and LGBT programming.
³Total diverse programming Online includes African American, Asian, Hispanic, and LGBT programming.
AN IMPORTANT FIRST FOR FIRST AMERICANS

In recognition of Native American Heritage Month 2014, Comcast offered a collection of films directed exclusively by Native American women across XFINITY On Demand® platforms.

Navajo filmmaker Ramona Emerson of Tohatchi, New Mexico, directed the short film, “Opal”, a summer tale about a young Navajo girl who confronts the town bully who doesn’t allow girls at the local bike jump.

“Opal comes from two worlds,” said Emerson. “She grows up with her grandmother on the ‘Rez’ (Reservation) and with her artist mother in the city. Opal’s character is very worldly, adaptable and smart ... she’s like a little adult in 10-year-old body.”

Emerson’s screenplay was written in 2010 at the native film workshop organized by the Sundance Institute’s Native American and Indigenous Program. Sponsored in part by Comcast NBCUniversal, the program provides direct support to emerging Native American and Indigenous film artists throughout the United States.

REVTOL TV

“REVTOL is helping to shape the future of music and media. As a multi-genre, multi-platform network, REVTOL is expertly curating the best of the best in music and engaging young people with breaking news, videos, artist interviews, exclusive performances, and original programming. REVTOL is quickly growing and is positioned to lead as the music industry continues to evolve.”

SEAN “DIDDY” COMBS
FOUNDER AND CHAIRMAN, REVTOL TV

THERE’S POWER IN NUMBERS

From our newsrooms to our primetime programming, we achieved strong representation of women and people of color in front of and behind the camera. We are confident that in the years ahead, as we continue to prioritize the representation of people of color and women in our NBCUniversal programming units, diverse representation will grow!

On-Air News and Primetime Diversity, YE 2014

<table>
<thead>
<tr>
<th>Category</th>
<th>NBC PRIMETIME SCRIPTED SERIES</th>
<th>NBC-OWNED TELEVISION STATIONS</th>
<th>NBC NEWS GROUP (NBC NEWS, MSNBC, &amp; CNBC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>People of Color</td>
<td>29%</td>
<td>47%</td>
<td>29%</td>
</tr>
<tr>
<td>Women</td>
<td>36%</td>
<td>48%</td>
<td>47%</td>
</tr>
</tbody>
</table>

Behind the Camera, YE 2014

<table>
<thead>
<tr>
<th>Category</th>
<th>NBC PRIMETIME SCRIPTED SERIES</th>
<th>NBC-OWNED TELEVISION STATIONS</th>
<th>NBC NEWS GROUP (NBC NEWS, MSNBC, &amp; CNBC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>People of Color</td>
<td>18%</td>
<td>32%</td>
<td>21%</td>
</tr>
<tr>
<td>Women</td>
<td>37%</td>
<td>52%</td>
<td>51%</td>
</tr>
</tbody>
</table>

We began tracking the percentage of women in NBCUniversal programming units in 2013.

Primetime Scripted Series indicates an estimate of the 2014-2015 season.
CELEBRATING HISPANIC HERITAGE

In the Fall of 2014, the “TODAY Show” and Telemundo teamed up to launch “Viva TODAY,” a week-long series that celebrated the richness and diversity of Hispanic culture. The series highlighted Hispanic and Latino-American food, fashion, and style and featured special guest co-hosts, including MSNBC’s José Díaz-Balart and Telemundo’s María Celeste Arrarás and Jorge Bernal.

### Percentage Growth of Ethnic Diversity Compared to Whites Across Key Programming Units YE 2010 - YE 2014

We continue to see an increase in the representation of people of color, both in front of and behind the camera, providing powerful voices for diverse and inclusive storytelling.

- **NBC News Group (NBC News, MSNBC, & CNBC) On Air**
  - Within NBC News, MSNBC, and CNBC, ethnically diverse anchors and reporters increased more than 10 times the growth percentage of whites.
  - Ethnic diversity increased by 46% for people of color and 4% for whites.

- **NBC News Group (NBC News, MSNBC, & CNBC) Behind the Camera**
  - Within our NBC primetime scripted shows, behind the camera, ethnically diverse writers, directors, and producers increased more than five times the growth rate of whites.
  - Ethnically diverse directors, writers, and producers increased by 28% for people of color and 22% for whites.

- **NBC Primetime Scripted On Air**
  - Primetime scripted television experienced the lowest percentage growth in people of color as compared to the growth rate of whites. This is an area of opportunity for our company to improve upon as we continue to cast scripted primetime content.
  - The growth rate of people of color exceeded 300 percent, more than doubling the growth rate of whites for film roles behind the camera.
  - The growth rate of people of color in film roles on screen exceeded 300 percent, more than doubling the growth rate of whites.

- **NBC Primetime Scripted Behind the Camera**
  - People of color nearly doubled the growth rate of whites for film roles behind the camera, including directors, writers, producers, camera operators, grips, and audio technicians.
  - People of color nearly doubled the growth rate of whites for film roles behind the camera.
  - People of color significantly increased the growth rate of whites for film roles behind the camera.

- **NBC-Owned Television Stations On Air**
  - At local NBC-Owned stations, ethnically diverse on-air talent more than doubled the growth rate of white anchors and reporters.
  - Ethnic diversity increased by 49% for people of color and 33% for whites.

- **NBC-Owned Television Stations Behind the Camera**
  - Ethnically diverse directors, writers, and producers doubled the growth rate of white counterparts in local station newsroom roles behind the camera.
  - The growth rate of people of color in film roles on screen exceeded 300 percent, more than doubling the growth rate of whites.
  - The growth rate of people of color in film roles on screen exceeded 300 percent, more than doubling the growth rate of whites.

- **Film Casting**
  - The growth rate of people of color in film roles on screen exceeded 300 percent, more than doubling the growth rate of whites.
  - The growth rate of people of color in film roles on screen exceeded 300 percent, more than doubling the growth rate of whites.

- **Film Behind the Camera**
  - People of color nearly doubled the growth rate of whites for film roles behind the camera, including directors, writers, producers, camera operators, grips, and audio technicians.
  - People of color nearly doubled the growth rate of whites for film roles behind the camera.

We continue to see an increase in the representation of people of color, both in front of and behind the camera, providing powerful voices for diverse and inclusive storytelling.
MAKING HISTORY FOR HISPANIC PROGRAMMING

2014 was a banner year for live Hispanic programming at NBCUniversal. Emmy Award-winning veteran journalist José Díaz-Balart brings his passion, perspective, and 30 years’ experience covering the world’s biggest stories — in both English and Spanish — to the newsroom every day. MSNBC launched a one-hour live news show, “José Díaz-Balart,” in July of 2014. By November, the show was expanded to two hours and renamed “The Rundown with José Díaz-Balart,” airing weekdays from 9-11 a.m. ET from Miami.

TELEMUNDO

At YE 2014, the newsrooms of Telemundo consistently maintained a high percentage of people of color, both on air and behind the camera.

EXPANDING THE AUDIENCE

In an historic first, NBCUniversal-owned NBC and USA Network have piloted two Telemundo telenovelas, effectively bringing the classic Spanish-language telenovela concept to English-speaking U.S. audiences.

NBC Entertainment is remaking the hit telenovela “El Señor de los Cielos,” and USA Network is developing an adaptation of the forthcoming Telemundo telenovela “Mujer de Acero.”

These pilots mark the latest collaborative effort to develop business and creative content opportunities across NBCUniversal’s entire family of networks and broaden our company’s mission to provide Hispanic content to an even broader diverse audience.

HARNESSING THE POWER OF FILM

In 2014, Universal Pictures and Focus Features released multiple films with key diverse talent, characters, and themes. In January, “Ride Along,” starring Ice Cube and Kevin Hart, directed by Tim Story, and produced by Will Packer, was released. July saw the release of “Lucy,” an action-thriller starring Scarlett Johansson and produced by Virginie Silla. In August, audiences could see Chadwick Boseman depicting James Brown in “Get On Up,” “The Theory of Everything,” an Academy Award-winning biopic centered on Stephen Hawking’s diagnosis and life with amyotrophic lateral sclerosis (ALS), was released in November. Closing out the year, “Unbroken,” directed by Angelina Jolie and based on Laura Hillenbrand’s novel about Olympian and war hero Louis Zamperini, was released in December.

DIGITAL DIVERSIFICATION, CURRENT CONTENT

NBC News has launched a suite of verticals on NBCNews.com with a diversity focus. In 2014, Latino and Asian America were launched, and NBCBLK followed early in 2015.

The launch of the Asian America vertical marked the first time that a national news organization had created a space exclusively for news and information for, by, and about Asian Pacific Americans. The goal of the verticals is to provide the hundreds of thousands of monthly readers of NBCNews.com with multimedia content on current events, politics, and social issues focused on the African American, Hispanic, Asian American, and Pacific Islander populations in America. Together, by early 2015, these sites collectively achieved more than 15 million page views.
NEW AND UNIQUE VOICES

In 2013, Universal Pictures launched the Emerging Writers Fellowship. This paid, one-year fellowship program gives emerging writers access, opportunity, and exposure to hone their writing skills and further their careers. Specifically, writers gain invaluable access to the inner workings of a studio to better understand how the Universal team creates film content.

In its inaugural year, more than 700 applicants were screened, resulting in the selection of five fellows: Chandus Jackson, Margaret Lester, Steve Martinez, Ivy Pruss, and Saria Reyes. The program is designed to identify and cultivate new and unique voices with a passion for storytelling. In turn, the program helps us in our mission to expand the community of writers that we rely upon to generate innovative and compelling story ideas that appeal to an evolving movie-going audience.

In Emily’s “Wizard of Oz” movie, it rains and snows emeralds. The scarecrow has a wooden head and teeth; the lion is only the size of a toy poodle and has webbed duck feet; and the tin man has a big toe the size of a house.

XFINITY® technology creates opportunities for people like Emily who love film and television but who may not be able to experience it to its fullest. The X1 Platform reads aloud selections like program titles, network names, and time slots, all with the press of a button. It helps bridge gaps to make entertainment compelling, captivating, and fun for people with visual disabilities.

EMILY’S OZ:
ENTERTAINMENT IS FOR EVERYONE

Like so many 7-year-old girls, Emily wants to become a veterinarian, librarian, musician, doctor, or an artist. Emily is from Iowa. And she happens to be legally blind. But that doesn’t keep her from imagining what movies look like, especially her favorite movie, “The Wizard of Oz.”

“I think about the shape, I think about color, and I also think about sound. I take into my brain, and I think about what [the movie] would look like to me.”

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For Emily and so many more, it has helped bring imagination to life.

IN HIS OWN WORDS:

EMERGING WRITER FELLOW
CHANDUS T. JACKSON

I’m originally from Mobile, Alabama, and I’ve had several careers. I started out in the Army — spent about six years over in Europe — and worked in banking and finance before transitioning to writing full-time.

I always knew I had a creative urge. In high school, I was in the symphonic marching band. In the Army, I kept a journal about my travels around Europe. Screenwriting came a little bit later, but it was something that transcended all that came before it and brought all my early experiences to light.

Throughout the Emerging Writers Fellowship, film executives from every part of the business offer insight into what it takes to get a film off the ground.

My primary mentor is Chris Morgan, a writer on most of the “Fast and the Furious” movies. He’s helped me look at what I’m writing and really understand the audience experience. I’ve also had the opportunity to make new film contacts and develop relationships with people that I probably wouldn’t have met before. I want to sustain those relationships, come back for a pitch, and work with the Universal team to make one of my movies.
WE SPEAK SERVICE

Our Theme Parks business is unique in that we host millions of guests from around the world and employ thousands of Team Members from diverse backgrounds, some with varying abilities. From February – April of 2014, Universal Parks MyAbility Employee Resource Group in Orlando hosted an eight-week Basics of American Sign Language (ASL) series, instructed by Deaf Talk, LLC, and supported by our workforce Diversity & Inclusion teams. Employees learned the basic skills necessary to effectively communicate with Universal Parks colleagues and Park guests who are deaf or hard of hearing to make for a more inclusive workplace environment.

Also in 2014, after careful researching into employee and guest communication needs, the Office of Diversity & Inclusion at Universal Orlando Parks & Resorts launched a new multicultural language program in 2014, “We Speak Service.” The 90-minute pilot courses offer instructor-led customized training in Spanish and Portuguese.

INNOVATION FOR INCLUSION

Company-wide, our mission is to make products accessible to the widest possible audience. Through innovation, we are committed to enriching the customer experience for all users. Accordingly, people with disabilities are included at every stage of our product design and development. We actively partner with disability community thought leaders, while conducting customer research and usability reviews and forging industry partnerships. Here’s a look at our slate of accessible products, including a few that are on the horizon.

VOICE FEATURES: A WHOLE NEW KIND OF “TALKIES”

The nation’s first talking TV interface, Voice Guidance on the X1 Entertainment Operating System®, announces on-screen text and options available as part of the X1 experience. For customers who rely on audio feedback to interact with products and services — including customers who are blind, have low vision, or who have difficulty reading — our voice innovations bring a new level of accessibility to the XFINITY® entertainment experience.

NOT JUST ON DEMAND, ON COMMAND

With our new XR-11 Voice Control Remote, customers on the X1 Platform can press a button on the remote and speak commands such as “record,” “turn on closed captions,” or even “show me movies about baseball.” This leading-edge innovation allows customers who are blind or low vision, have limited mobility or dexterity, or have learning disabilities to enjoy their XFINITY TV experience with a new level of independence.

ON-SCREEN ACTION, IN-EAR DESCRIPTIONS

With video description — available on select live, DVR-recorded, and On Demand programs — a narrator describes the scenery, the characters’ appearance, actions and facial expressions, and more. Narration is heard in the natural pauses between the show’s dialogue, explaining key visual elements of the program.

CLOSED CAPTIONS OPEN POSSIBILITIES

Enhanced closed captioning controls for readability are available across our platforms. These include font size, style, color and opacity, background color, and more. In 2014, Comcast NBCUniversal took special care to ensure all Sochi 2014 Olympic Games pregame content included closed captions and that online content included an announcer feed.

SHOW AND TELL

Comcast Mobile Apps now harness the power of Voiceover and Talkback, the screen reader technology built into iOS and Android devices respectively. Significant accessibility improvements to XFINITY Connect, My Account, TV Go, TV, and other XFINITY mobile apps have unlocked the power and convenience of XFINITY for customers who are blind or low vision.

ALL ACCESS, TOTALLY FAST

X1 now includes an Accessibility Settings dashboard where customers can quickly turn on closed captions, video description, and Voice Guidance, to adjust closed caption settings and other accessibility features.

GO BIG WITH LARGE BUTTONS

Comcast offers a large button remote to customers upon request. The remote is a third-party device that works with XFINITY set-top boxes — including X1 — offered free of charge. This device delivers improved readability of the remote, featuring large backlit easy-to-read keys.

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Inspiring empowerment and innovation through community investment.

At Comcast NBCUniversal, we understand that realizing the boundless opportunities of the bigger picture extends beyond the walls of our organization and into the communities we serve. We are constantly making strides to reduce the digital divide and increase digital literacy in our communities by investing at both the national and local levels, developing programs and partnerships, and mobilizing our resources to inspire and effect positive change.

ENHANCING OUR COMMUNITIES

We are focused on enhancing the lives of every community where we live and work, and we are tracking our support of groups that are led by and serving people of color and women.

CASH GIVING (in millions)

Minority-Led and Minority-Serving

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tr>
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Women-Led and Women-Serving

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<td>$1.3</td>
<td>$1.9</td>
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CASH AND IN-KIND GIVING (in millions)

Minority-Led and Minority-Serving

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<th>Year</th>
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<tbody>
<tr>
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<td>$84</td>
<td>$99</td>
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Women-Led and Women-Serving

<table>
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<th>Year</th>
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<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tr>
<td>Giving</td>
<td>$23</td>
<td>$15</td>
<td>$22</td>
<td>$23</td>
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</table>

Inspiring empowerment and innovation through community investment.
HOPE IN HOUSTON

SPOTLIGHT ON SUPPORTING THE VETERAN COMMUNITY

With more than 300,000 resident veterans, Houston is home to the second-largest veteran community in the nation. According to the Post Traumatic Stress Disorder (PTSD) Foundation of America, facts surrounding our veterans can be discouraging. One in three of returning troops are being diagnosed with symptoms of PTSD, and many attempt suicide. Nearly one in four of every homeless adult in Houston is a veteran.

Houston’s Camp Hope opened in 2012 and provides interim housing, peer-to-peer mentoring, professional counseling, assistance in navigating the VA system, food, clothing, and hope for veterans and their immediate family members suffering from combat-related PTSD.

Just one year after opening its doors, Camp Hope was welcomed into the Comcast Cares Day family. The nation’s largest single-day corporate service event, Comcast Cares Day in 2014 supported more than 820 local project sites and drew 95,000 Comcast NBCUniversal volunteers, who came together to make change happen.

In 2012 and 2013, local Houston-based Comcast employees and their families provided landscaping, stained the porch areas, refurbished the campus, set up a grill pit, mounted televisions, set up a computer area, installed wiring for cable and Internet, and more.

“When Comcast Cares’ takes over our campus for a day in April, our residents see executives, installers, managers, spouses, and children giving of their time to serve,” said David Maulsby, Executive Director at Camp Hope.

“I’ve watched as veterans stood and stared out the window of their rooms watching the volunteers, and smiles came across their faces, realizing that their sacrifices — their losses — are recognized and appreciated. When Comcast employees and their families serve at Camp Hope, they are doing much more than making a deck look new or landscaping. They are instilling hope and helping us help our heroes.”

EMPOWERING YOUNG FILMMAKERS

At Comcast NBCUniversal, we invest in and partner with individuals, programs, and organizations that move our communities forward through leadership, empowerment, technology, and innovation.

OutSet: The Young Filmmakers Project from the Los Angeles LGBT Center and Outfest is a young filmmakers initiative that began in 2011 and offers a safe space for Lesbian Bisexual Gay Transgender and Queer (LBGTQ) young people to tell their stories and learn the technical skills to bring them to life in the form of a short film.

In 2014, we celebrated Comcast NBCUniversal’s fourth year supporting the project. Between 2011 and 2014, the company provided more than $250,000 over four years to Outfest and LifeWorks, in great part to support the OutSet program.

OutSet launches every fall and selects 15 fellows to participate in the program as a writer, producer, or director. Fellows are divided up into filmmaking teams of three, and the teams are paired with professional mentors who are filmmakers and media executives. Tina Shaw, Manager of Video Production for NBC Entertainment and accomplished independent film director, is one of five 2015 director mentors for OutSet, and Bill LeBoeuf, E! Sound Engineer, has served as an Audio Mentor for each team, providing audio recording on set and sound mixing in post-production since the program’s launch.

Classes take place once a week for five months and are taught by industry professionals. At the end of the program, teams premiere their short films at the Outfest Los Angeles LGBT Film Festival.

Graduates of the OutSet program are encouraged to apply for $10,000 in scholarships sponsored by Comcast NBCUniversal for LGBTQ students pursuing degrees in film, television, broadcast, or digital journalism.

“Being involved with the program has been one of the most rewarding experiences of my entertainment career. It has given me a real sense of worth within the LGBT community.”

BILL LEBOEUF, E! SOUND ENGINEER
A diverse & inclusive strategy for governance.

We want to be a company where, like a family, every voice matters - where new markets are leveraged and where we are in complete harmony anticipating the needs of our customers and audiences. This vision begins with our leadership.

Recognizing the power and competitive advantage that many perspectives aligned under one vision bring to an organization, Comcast’s Board of Directors is more committed than ever to promote diversity & inclusion across our workforce, suppliers, programming, and community initiatives.

**2014 BOARD OF DIRECTORS**

Our leaders don’t just “buy in” to diversity; they work tirelessly to promote and leverage the rich diversity brought to our organization for the continued differentiated success of our business.

<table>
<thead>
<tr>
<th>Diverse</th>
<th>People of Color</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>33%</td>
<td>25%</td>
<td>8%</td>
</tr>
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</table>

**A GAME PLAN FOR SUCCESS**

In business, as in sports, winning takes a game plan. At Comcast, that game plan for success starts with a sharp focus on the five focus areas of diversity & inclusion identified in our Master Strategic Plan — Workforce, Procurement, Programming, Community Investment, and Governance.

**ON-THE-COURT LEADERSHIP**

For Comcast, governance is about leadership that is ingrained in the businesses and specifically focused on driving diversity & inclusion every day. Our comprehensive governance structure focuses on accountability, responsibility, expectations, and effective management of diversity & inclusion programs at the highest levels.

**ALL-STAR TEAM**

At Comcast, leadership starts with our 12-member Board of Directors, which is one-third diverse. The Board includes three people of color — two African Americans and one Hispanic — and one female Board member. The Board also includes three veterans: Joseph J. Collins, Chairman of Aegis, LLC; Johnathan A. Rodgers, retired President and Chief Executive Officer of TV One; and Ralph J. Roberts, Comcast Founder and Chairman Emeritus of the Board. Diversity remains an important consideration in future nominations.

Comcast and NBCUniversal’s Corporate Diversity & Inclusion Offices are responsible for developing and implementing the company’s diversity strategy initiatives. Additionally, our company’s Internal Diversity Councils, comprised of key Comcast NBCUniversal executives, work to implement, promote, and sustain diversity & inclusion throughout our organization.
JOINT DIVERSITY COUNCIL: HELPING US HEAR EVERY POINT OF VIEW
Since 2011, our Joint Diversity Advisory Council (Joint Council), which includes more than 40 community leaders from the nonprofit sector, business, politics, and civil rights, has advised our Comcast NBCUniversal leadership teams on how to successfully make positive, lasting, and meaningful strides for diversity & inclusion across the enterprise.

Representing a broad spectrum of expertise informed by a multitude of backgrounds and hailing from across the United States, our Joint Council provides invaluable guidance, creativity, and passion. In addition to being accomplished professionals in their own respective disciplines, they are key leaders, bringing focus and clarity of vision to our Master Strategic Plan.

Above all, they constantly inspire us to raise the bar and to do more.

A PANEL OF VOICES
Four nine-member sub-councils represent the interests of women, African Americans, Asian Americans, and Hispanics. In addition, there are members who represent the interests of the LGBT community, veterans, Native Americans, and people with disabilities. All members actively and regularly provide advice and counsel regarding our company’s diversity & inclusion strategies and practices.

In the last four years, the Joint Council has provided Comcast NBCUniversal with invaluable insight and guidance across our five focus areas for diversity & inclusion. The following Joint Council initiatives and actions are select highlights within each area.

WORKFORCE

On a regular basis, Joint Council members serve as guest speakers during Comcast NBCUniversal Employee Resource Group events and monthly Employee Enrichment Series broadcasts.

SUPPLIER DIVERSITY
Since the launch of Comcast NBCUniversal’s Tier II program in 2012, the Joint Council has served as continued proponents and spokespeople for the program by consulting with majority suppliers and procurement organizations on the importance of diverse vendor tracking and reporting at the subcontractor level.

Members work diligently to facilitate outreach to, and introductions of, diverse vendors with Comcast NBCUniversal procurement teams.

PROGRAMMING
In celebration of Black History Month, Asian Pacific American Heritage Month, PRIDE Month, Hispanic Heritage Month, Native American Heritage Month, and National Disability Employment Awareness Month, Joint Council members offer programming recommendations, and in some cases curation support, to our company’s programming teams.

Joint Council members also provide ongoing feedback and guidance to the Comcast Cable multicultural programming and services team and to the NBCUniversal News Group Editorial Board.

COMMUNITY INVESTMENT
Since 2011, Joint Council members have championed two of Comcast’s signature Community Investment programs: Comcast Cares Day and Internet Essentials.

Annually, members of the Joint Council rally their member organizations and volunteer their time and energy to support Comcast Cares Day projects. Members also serve as ambassadors for our Internet Essentials program by partnering with Comcast NBCUniversal to sign up new Internet Essentials customers and serve as spokespeople and volunteers at launch events.

GOVERNANCE
The Joint Council recommended that Comcast NBCUniversal develop a transparent report on our diversity & inclusion progress. From that recommendation, we published the company’s first public diversity report, Seeing the Bigger Picture, in 2014.

Members of the Joint Council advise the company on the Master Strategic Plan for Diversity & Inclusion, our dynamic guiding map outlining our strategies and initiatives for diversity & inclusion within our five focus areas.
At Comcast NBCUniversal, Diversity & Inclusion accelerates our pursuit of excellence. Each day, we are challenged to be smarter than the day before. And with each new diverse voice and inclusive perspective, we rise to that challenge. Together, we can realize the boundless possibilities of the bigger picture.

Black Enterprise magazine recognizes Comcast NBCUniversal among the Best Companies for Diversity.

Comcast is listed among Careers & the disABLED magazine’s “Top 50 Employers List.”

Comcast NBCUniversal receives a 100% score on the first annual USBLN Disability Equality Index and is named a “2014 Best Places to Work” for people with disabilities.
Our principles in practice.