

Comcast NBCUniversal
Diversity & Inclusion

Commitments Made & Fulfilled







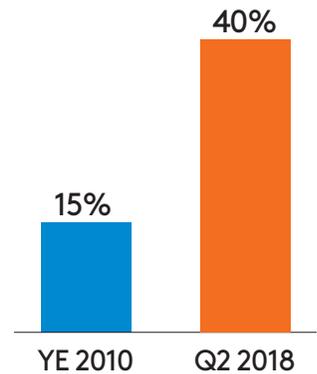
In January 2018, Comcast NBCUniversal passed a milestone – the expiration of the FCC’s Transaction Order. Over the past seven years, we have developed and implemented a diversity and inclusion (D&I) strategy that far exceeds our voluntary commitments, and has helped embed D&I into the DNA of our business. While our journey to make Comcast NBCUniversal one of the model companies for D&I in corporate America continues, we are proud of the significant success we have achieved to date. We have built a track record that has led to numerous external recognitions, including being ranked #1 on Fortune’s Best Workplaces for Diversity list in 2017, and a top-10 (#7) ranking among DiversityInc’s 2018 Top 50 Companies list. Following are selected highlights of our achievements.

Governance

Comcast NBCUniversal committed to increasing Board diversity.

- Since YE 2010, diversity¹ among Comcast's Board of Directors nearly tripled, increasing from 15% to 40%. As of June 2018, two women and three people of color (one African American, one Hispanic, and one Asian American) serve on the company's Board.
- Diversity remains an important consideration in developing our director pipeline, although there are other skills that are also important in this process.

Board Diversity



Comcast NBCUniversal committed to establishing an external Joint Diversity Advisory Council (JDC) to facilitate open communication over the development, monitoring, and evaluation of diversity initiatives.

- Comcast NBCUniversal formed its innovative JDC in 2011, bringing together national leaders from business, politics, and civil rights who represent African Americans, Asian Americans, Hispanics, Native Americans, women, people with disabilities, and members of the LGBTQ and military communities. More than seven years later, and even after a recent restructure, Comcast NBCUniversal's JDC remains the largest external diversity council in corporate America, by a large margin.
- Over the past seven years, the JDC has provided advice and guidance to the company on the development and implementation of various D&I initiatives. To inform JDC members' advice, Comcast NBCUniversal provides confidential data reports and briefings on the company's progress with regard to corporate governance, workforce, procurement, programming, and community impact.
- We recognize and value the important advisory role the JDC has played in our achievements to date, and we look forward to its continued partnership going forward. Our ongoing commitment to the JDC is reflected in the legal charter of the JDC.



1. Throughout this document, "diversity" and "total diversity" refer to people of color and women, without double-counting women of color.

Comcast NBCUniversal committed to providing senior leadership and resources to sustain the company's D&I strategy and initiatives.

- Our most senior leaders are committed to supporting our D&I initiatives. David L. Cohen, Senior EVP and Chief Diversity Officer for Comcast, reports directly to Comcast's Chief Executive Officer. Craig Robinson, EVP and Chief Diversity Officer for NBCUniversal, reports to NBCUniversal's Chief Executive Officer.
 - Comcast NBCUniversal's Internal Diversity Councils are composed of senior leaders who serve as champions and advocates for D&I across the business.
 - To promote accountability and oversight, a portion of Comcast senior management's bonus is tied to the achievement of diversity objectives.
 - In addition, the company's corporate D&I department has grown since 2011, with a full-time team dedicated to driving and supporting the company's D&I strategy, priorities, and initiatives.
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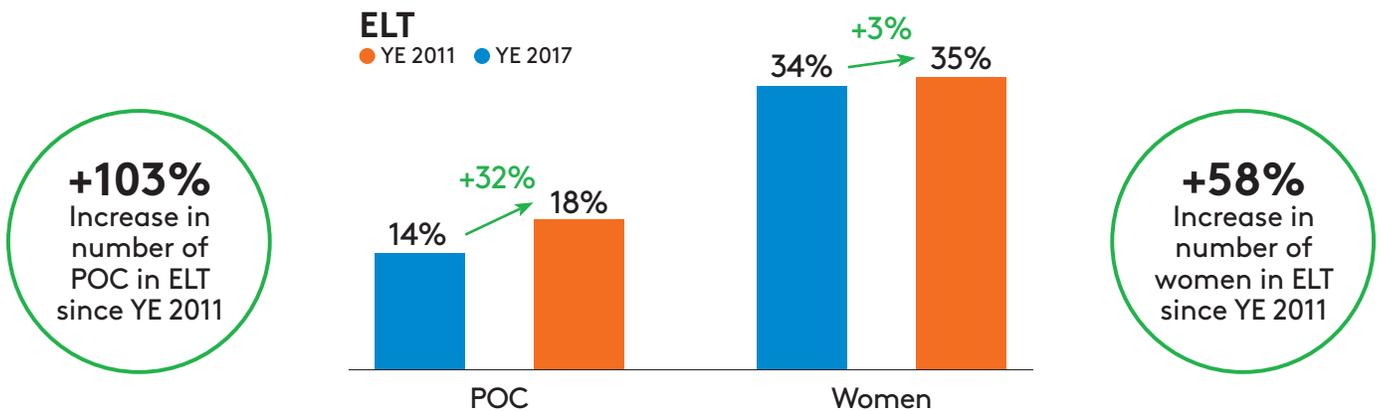
Comcast NBCUniversal committed to developing a master strategic plan (MSP) to guide the company's D&I strategy.

- In 2011, Comcast NBCUniversal developed and implemented an MSP for D&I spanning five focus areas: corporate governance, workforce, procurement, programming, and community impact.
- In 2015, after completing essentially all of the elements of the first MSP, the company worked closely with the JDC to develop an ambitious and forward-looking, next-generation master strategic plan (MSP 2.0) for D&I over the next several years. MSP 2.0 sets a high bar to ensure that the company continues as a D&I leader.
- Each year, the company reports to the JDC regarding progress under the plan. We also publish a robust, [annual public report](#) on the company's D&I accomplishments and areas of opportunity related to diversity and inclusion.

Workforce

Comcast NBCUniversal committed to improving workforce diversity. Consistent with our objective of reflecting the communities we serve, the company has adopted a long-term, aspirational goal of achieving a workforce that is 33% people of color and 50% women at all levels.

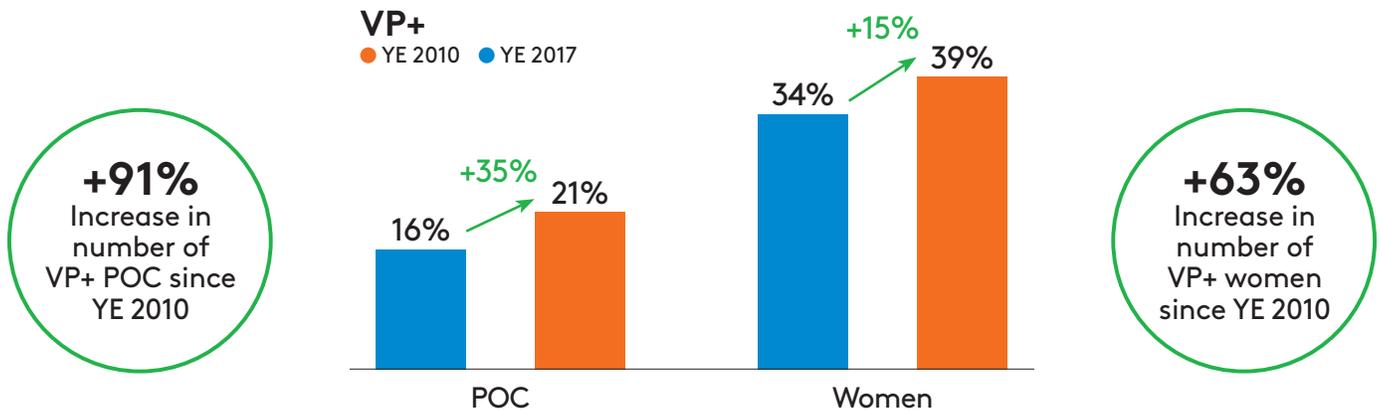
- Comcast NBCUniversal has seen significant growth in the representation of people of color and women at all levels, including the Executive Leadership Team² (ELT), Vice President level and above (VP+), Directors, and in the overall workforce.
- **ELT:** As of YE 2017, 44% of Comcast NBCUniversal's ELT leaders were diverse, including 18% people of color, and 35% women. Since YE 2011, the number of people of color and women at the ELT level increased by 103% and 58%, respectively. Over the same period, percentage representation³ for people of color and women at the ELT level grew by 32% and 3%, respectively.



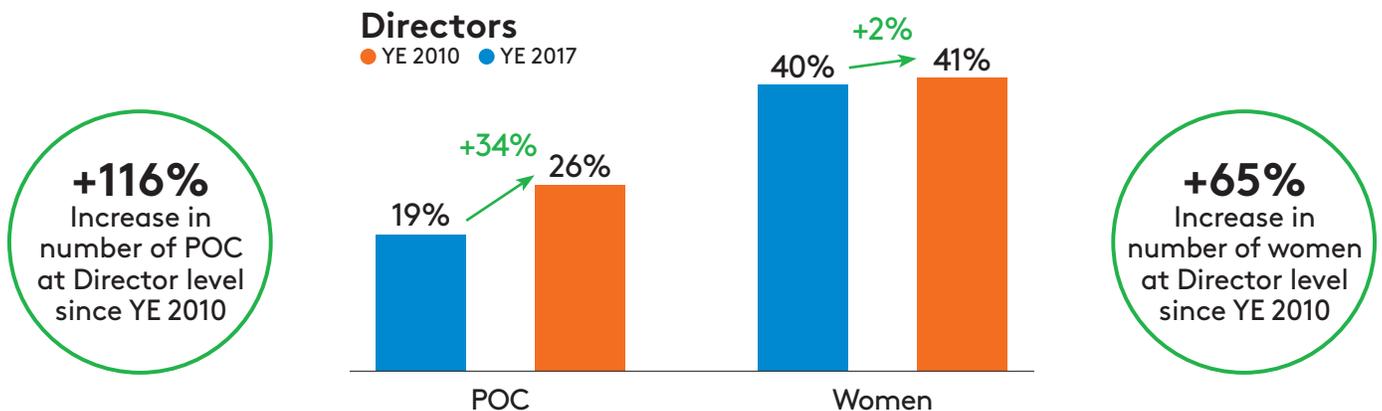
2. The ELT includes the CEOs and their first- and second-level direct reports. ELT data is not available for 2010.

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

- o **VP+:** As of YE 2017, 50% of Comcast NBCUniversal’s VP+ leaders were diverse, including 21% people of color, and 39% women. Since YE 2010, the number of people of color and women at the VP+ level increased by 91% and 63%, respectively. Over the same period, percentage representation for people of color and women at the VP+ level increased by 35% and 15%, respectively.

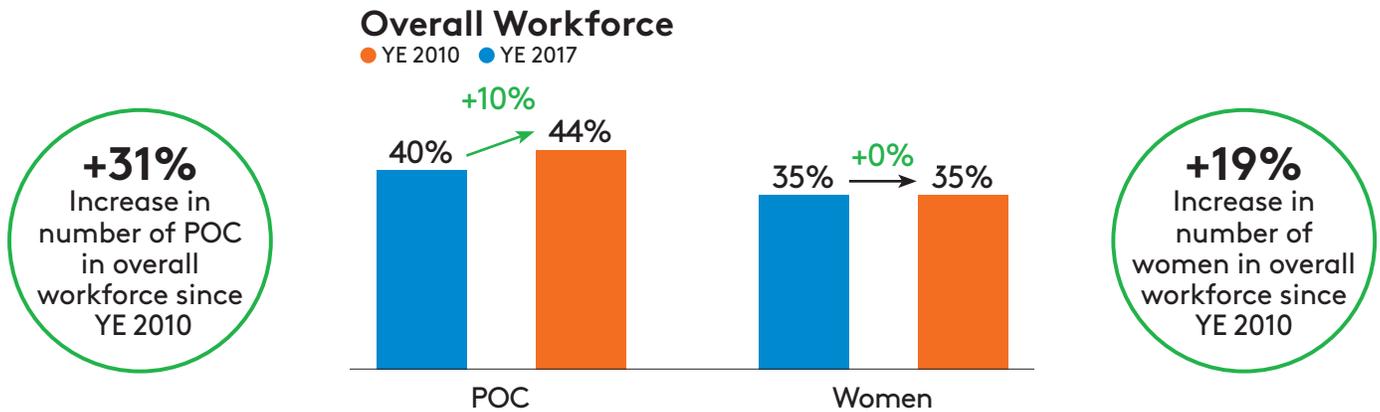


- o To bolster diversity in leadership ranks, Comcast NBCUniversal has had a long-standing “Rooney rule” in place, on which we have doubled down by requiring that both a woman and a person of color appear on all VP+ hiring slates.
- o **Directors:** As of YE 2017, 55% of Comcast NBCUniversal’s Directors were diverse, including 26% people of color, and 41% women. Since YE 2010, the number of POC at the Director level has more than doubled (+116%), and the number of women has increased by 65%. Over the same period, the percentage representation for people of color and women at the Director level increased by 34% and 2%, respectively.



4. As of year-end 2017, 41.0% of all management employees at Comcast NBCUniversal were women and 28.5% were people of color, including 7.5% African American, 9.1% Asian American, 9.9% Hispanic, 0.3% Native American, and 1.8% Multiracial. “All management employees” include Managers, Directors, and VP+.

- o **Overall Workforce:** Comcast NBCUniversal’s overall workforce is 61% diverse, including 44% people of color and 35% women. Since YE 2010, the number of people of color and women in our workforce has grown by 31% and 19%, respectively. Over the same period, percentage representation for people of color in the overall workforce increased 10%, while the percentage representation for women in the overall workforce remained essentially flat.



- o **New Hires:** In 2017, nearly seven out of ten new hires were diverse, including 53% people of color and 40% women.

2017 New Hires



- o **Military Hiring:** We are also an employer of choice for the military community, with best-in-class benefits, programs, initiatives, and partnerships that expand employment opportunities for service members and their families. Since 2010, we have hired more than 15,000 members of the military community, including veterans, National Guard and Reserve members, and military spouses. In 2018, we were ranked #6 on DiversityInc’s Top Companies for Veterans list.

Comcast NBCUniversal committed to expanding workforce diversity programs, including training on diversity issues, professional development opportunities, and employee engagement initiatives.

- Comcast NBCUniversal develops talent through a broad portfolio of leadership, mentoring, and sponsorship opportunities. Our robust array of approximately 100 internal and external programs includes substantial diverse participation.
- o The Executive Leadership Career Advancement Program (ELCAP) accelerates career growth and increases retention for a pipeline of high-potential diverse leadership talent.

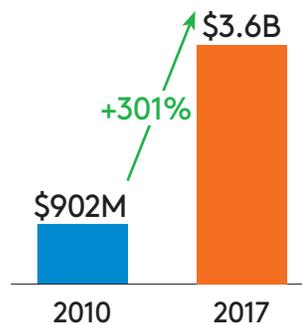
- NBCUniversal Talent Lab delivers talent development solutions and experiences to define, transform, and strengthen the culture of NBCUniversal. Talent Labs' numerous programs are structured on three tracks – Align, Build, and Accelerate.
 - Align is designed to align new-to-role talent to the expectations, business, and culture of NBCUniversal. For example, Pivot provides tools for new VPs to help them lead and influence across the organization.
 - Build focuses on core media skills, business acumen, and capabilities needed to drive strategic business priorities forward. For example, Invest builds broad-based knowledge of key financial metrics to measure success, and how each component of the company's portfolio contributes to them.
 - Accelerate is designed to accelerate high potential talent to create, invent, and deliver the future of media. For example, Drive focuses on preparing talent at the SVP+ level to lead full P+L responsibility.
- Leadership Education for Asian Pacifics (LEAP) is a joint Comcast NBCUniversal development program designed to provide high-potential Asian American employees with the concepts, skills, tools, and practices to be key business partners.
- Elevar is a joint Comcast NBCUniversal, high-potential Hispanic Executive Leadership Program developed in partnership with the National Hispanic Corporate Council and Southern Methodist University.
- NBCUniversal partners with the Executive Leadership Council (ELC) to identify, develop, and support high-potential, mid-level African American talent.
- Comcast Women in Leadership at Wharton (WIL) allows female executives to explore frameworks and tactics to achieve their goals and develop action plans to maximize their executive leadership potential.
- The company's nine-month Employee Resource Group Mentorship Program focuses on connecting diverse employees with executives from all levels of the organization. Six classes have gone through the program, building a more connected and talent-driven organization. More than half (53%) of the 352 mentees who have participated in the program have been promoted since it began in 2012.
- Know Your Value, a multi-platform women's empowerment program founded by MSNBC's Mika Brezinski and strongly supported by Comcast NBCUniversal, is designed to create and support an empowered community that helps women recognize, and be recognized for, their personal and professional value by developing and inspiring their individual growth.
- Comcast NBCUniversal's Employee Resource Groups (ERGs) engage diverse employees at all levels of the organization. Our ERGs have grown to more than 30,000 members across more than 150 chapters, and in 2018 we ranked #10 on DiversityInc's Top ERG list.
- Comcast also developed and launched a mandatory all-employee D&I awareness module. In 2017 we revamped the module, highlighting the diverse team that developed the innovative X1 remote.

Procurement

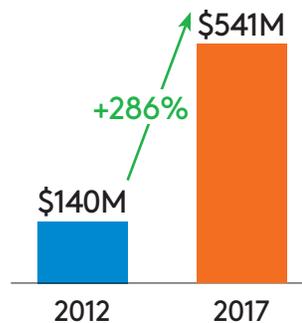
Comcast NBCUniversal committed to establishing a supplier diversity program that creates sustainable relationships with, and economic opportunities for, diverse suppliers.

- Comcast NBCUniversal has had real success in growing our diverse supply chain, as evidenced by our #2 ranking on DiversityInc's Supplier Diversity list. Since the beginning of 2011, the company has spent \$14.7 billion with diverse vendors, including \$3.6 billion in 2017 alone – four times our diverse spending in 2010.
- We are also committed to growing Tier II supplier diversity, and our prime suppliers reported over \$1.8 billion with diverse Tier II vendors since 2012. This includes more than \$500 million in 2017 – nearly four times the amount reported in 2012.
- In 2015, Comcast NBCUniversal became the first media and technology company inducted into the Billion Dollar Roundtable (BDR), an exclusive group of 27 companies that have attained \$1 billion or more in annual Tier I supply-chain diversity spend. We are proud to maintain our BDR membership, which is now in its third year.
- Active partnerships with diverse organizations is a key success factor for our program. Each year, Comcast NBCUniversal participates in dozens of outreach events and capacity-building activities to grow our supplier diversity pipeline.
- We also continue to expand upon and develop new relationships with diverse professional services providers. Comcast was a founding member of the Inclusion Initiative, a collaborative program among law departments at major corporations across the country focused on increasing diversity in the legal profession. Comcast also has a longstanding relationship with the diverse banking community. For the 14th consecutive year in 2017, Comcast entered into a 364-day syndicated revolving credit facility with a group of diverse banks led by African American-owned and controlled United Bank of Philadelphia as administrative agent.

Tier I Spend



Tier II Spend



Over
\$16B
with diverse
Tier I and Tier II
suppliers since
YE 2010

Programming

Comcast committed to launching ten new independent cable networks, including eight that are minority-owned or -operated.

- As part of our demonstrated commitment to expand opportunities for diverse and independent cable programming, Comcast has over-delivered on this commitment, adding more than 20 independent programming networks since 2011, including four with Hispanic American ownership or management, and two with African American majority ownership. The company has plans to launch another two African American networks by January 2019.

Hispanic Cable Network Launches

- In 2012, Comcast launched BabyFirst Americas, an Hispanic-focused, English language channel, led by Constantino “Said” Schwarz, that emphasizes early childhood verbal, math, and motor skills.
- In 2013, Comcast launched El Rey, an action-packed entertainment network, led by legendary Hollywood director Robert Rodriguez, that targets English-speaking Latinos.
- In 2017, Comcast launched Kids Central and Primo TV in select markets. Kids Central, owned and operated by Condista Networks, is a children’s network broadcast in a parent-approved atmosphere providing learning opportunities for both children and their parents, while remaining fun for kids to watch. Primo TV is an English-language children’s television channel operated by V-me Media aimed at the 6 to 16-year-old Hispanic market in the United States.

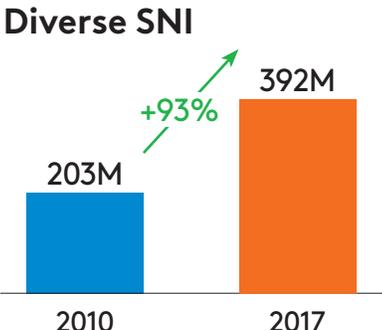
African American Cable Network Launches

- In 2012, Comcast launched ASPiRE, a network led by Earvin “Magic” Johnson that delivers enlightening, entertaining, and positive programming for African American audiences.
- In 2013, Comcast launched REVOLT TV, a 24-hour music, pop culture, and social media interactive network developed by Sean “Diddy” Combs.
- Two additional African American-owned or -operated networks will launch in select markets by January 2019.

Comcast NBCUniversal committed to strengthening and enriching diverse programming choices, expanding the distribution of diverse networks to millions of homes, and featuring hundreds of VOD and online choices geared toward African American, Asian American, and Hispanic audiences.

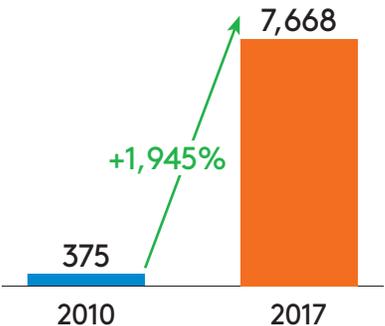
- Comcast NBCUniversal is committed to creating products, services, and content that appeals to a diverse audience, and understands the impact it has on the bottom line.
- We continue to expand our best-in-class entertainment choices for multicultural and diverse audiences.

- Comcast carries more than 100 diverse networks on its systems, and has expanded distribution of existing multicultural networks to millions of additional subscribers over the past seven years. Since YE 2010, total diverse subscriber network instances⁵ (SNI) have nearly doubled (+93%).

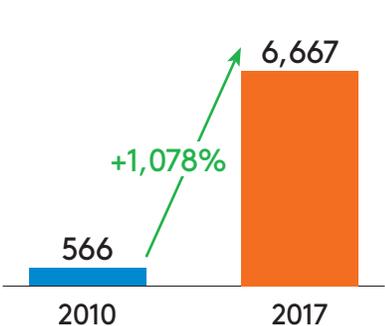


- We have also expanded the quality and quantity of diverse programming available on the Xfinity On Demand and Online platforms, offering more than 14,000 hours of diverse content across those platforms in 2017, more than 15 times the number of hours available in 2010.

Diverse On Demand Hours



Diverse Online Hours



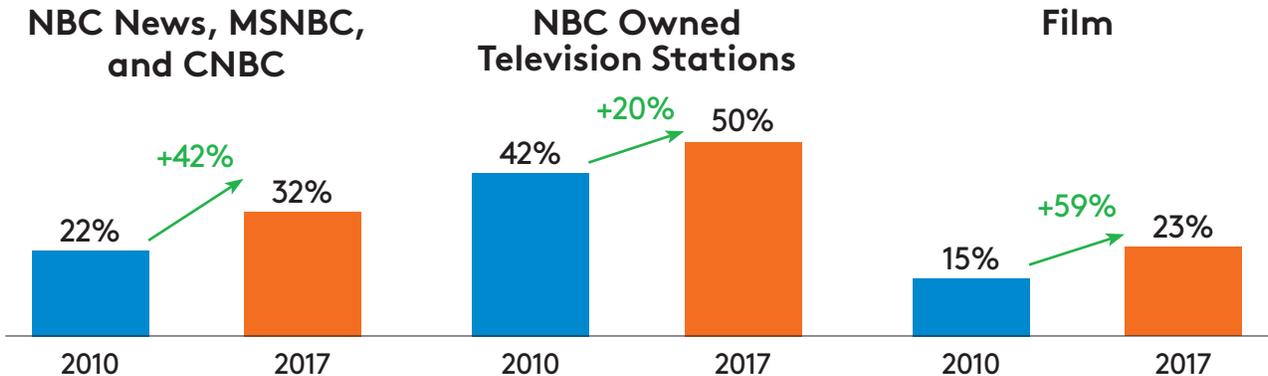
5. Subscriber network instances are defined as the number of networks that subscribers have as part of their programming packages; for example, if a subscriber has an Hispanic programming tier with 40 channels, that would count as 40 subscriber network instances.

- Comcast has created an unprecedented ecosystem of diverse content, including X1 features, special On Demand folders, and Online microsites geared towards African American, Asian American, Hispanic, and LGBTQ audiences. These platforms bring together a wealth of culturally-relevant entertainment choices into easy-to-navigate locations.
 - **African American:** In early-2017, Comcast launched a new permanent collection in the Black Film & TV destination of Xfinity On Demand called “Black History Always On.” This collection includes more than 100 titles, including historical documentaries, biographical films, Comcast’s original “Voices of the Civil Rights” Movement profiles, specials from networks like Smithsonian Channel, and much more.
 - **Asian American:** Asian American Film & TV launched Q4 2017. This destination is a permanent fixture to the X1 menu and programmed regularly with specially-curated collections that resonate and appeal to the Asian American audience. Programming is mainly in English and content ranges from free and rental movies, TV Shows, music, and more.
 - **Hispanic:** Available to over 20 million subscribers, the interactive Xfinity Latino Entertainment Channel showcases curated Latino-relevant content. The X1 interface is available in English and Spanish, and the X1 voice remote recognizes commands spoken in Spanish, allowing customers to navigate the X1 platform in the language of their choice. In addition, Comcast offers thousands of free Latino Xfinity On Demand choices and thousands of choices online in Spanish via the Xfinity Latino microsite and Stream app. Comcast also offers various Xfinity Latino double- and triple-play packages, with unlimited internal long distance to Mexico. We also offer Spanish-language billing across our footprint.
 - **LGBTQ:** Xfinity LGBTQ Film & TV is unlike any entertainment experience. By featuring LGBTQ identity, community, spirit and history, Comcast ensures our customers are able to find content that speaks to them. In addition to searching by key terms, customers can browse entertainment picks selected by some of the LGBTQ & Ally community’s most renowned organizations, such as GLSEN, Out & Equal, PFLAG, The Trevor Project, GLAAD and more.
- As part of our focus on creating a best-in-class experience for all customers, Comcast opened a Spanish-language Center of Excellence, Accessibility Support Center for Customers with Disabilities, and an International Center of Excellence that supports Mandarin, Cantonese, Vietnamese, Korean, and Tagalog.
- We are also revolutionizing how customers with disabilities, especially those who are blind or visually impaired, navigate their television experience. Our award-winning X1 interface is one of the most accessible TV platforms in the world. We have a talking guide that reads aloud on-screen menus and text, a voice-controlled remote that makes search for content simple, and easy access to programming with video description and closed captions.

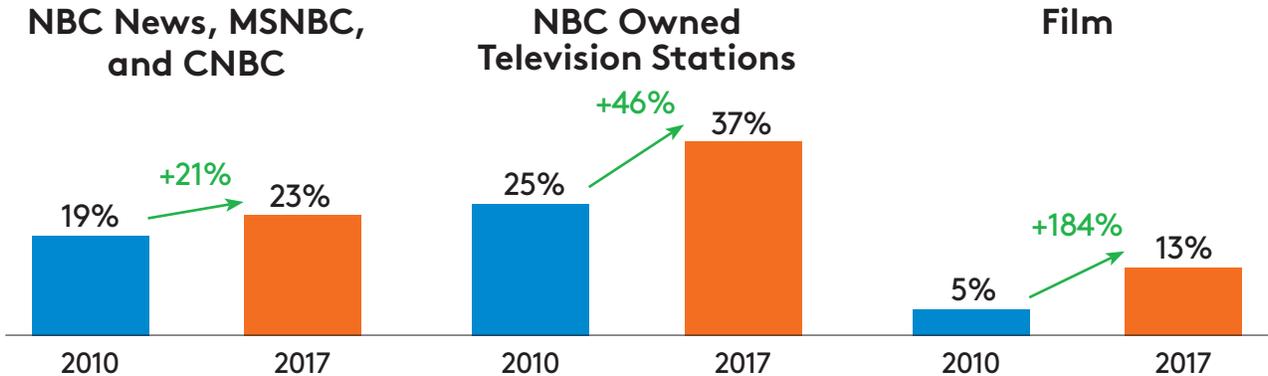
Comcast NBCUniversal committed to expanding the presence of minorities both in front of and behind the camera.

- Since 2010, multiple NBCUniversal properties delivered double digit growth in ethnic diversity, both in front of and behind the camera.

On Air Ethnic Diversity



Behind the Camera Ethnic Diversity



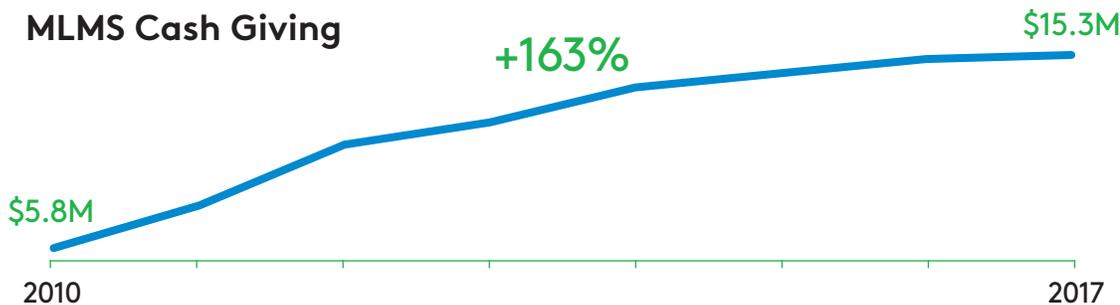
- NBCUniversal has also been a longstanding leader in discovering and developing talent from diverse backgrounds through the NBCUniversal Talent Infusion Programs (NBCUNI TIPS). NBCUNI TIPS are among the most extensive and robust D&I programs in the television and film industry. Today, NBCUniversal offers more than 20 programs that identify, train, and empower diverse writers, producers, directors, actors, and comedians in order to develop a deep pipeline of diverse on-air and behind-the-camera talent.
- In 2017, the Universal Filmed Entertainment Group launched a first-of-its-kind Global Talent Development & Inclusion department, responsible for advancing the studio’s efforts to attract and develop a diverse talent pool, and NBCUniversal Cable Entertainment created a new VP of Programming & Diversity position.

Community Impact

Comcast NBCUniversal committed to increasing aggregate cash giving to minority-led and -serving (MLMS) institutions by 10% per year for three years.

- Comcast NBCUniversal is committed to empowering diverse communities, and our Community Impact priorities include digital inclusion, volunteerism and service, innovation and entrepreneurship, and skills for the digital economy.
- The company significantly exceeded its commitment to increase aggregate cash support to MLMS organizations by 10% per year in 2011, 2012, and 2013, increasing giving by more than 100% over that time period, and by more than 160% through YE 2017.
- In furtherance of our ongoing commitment to diverse communities, and beyond our original MLMS commitment, Comcast NBCUniversal has made more than \$1.6 billion cash and in-kind contributions benefitting minorities since YE 2010.

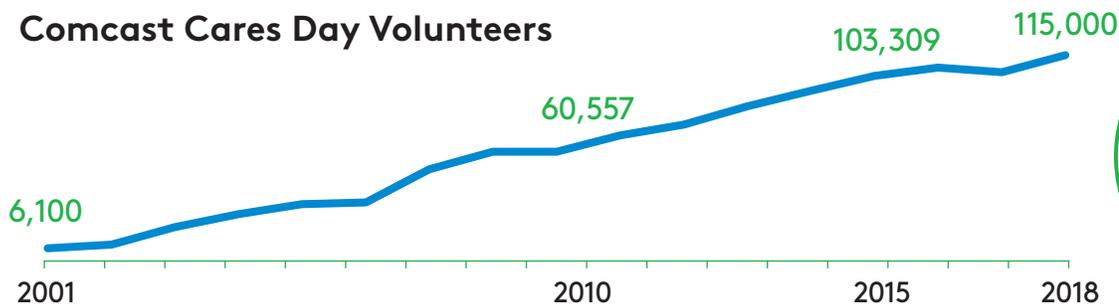
MLMS Cash Giving



Over **\$1.6B** cash and in-kind benefitting minorities since YE 2010

- In April 2018, the company celebrated its 17th annual Comcast Cares Day, a celebration of our company's year-round commitment to volunteerism, and a tradition that has grown into the largest single-day corporate volunteer event in the country. This year, we engaged our one millionth Comcast Cares Day volunteer, including 115,000 volunteers in 2018 alone.

Comcast Cares Day Volunteers



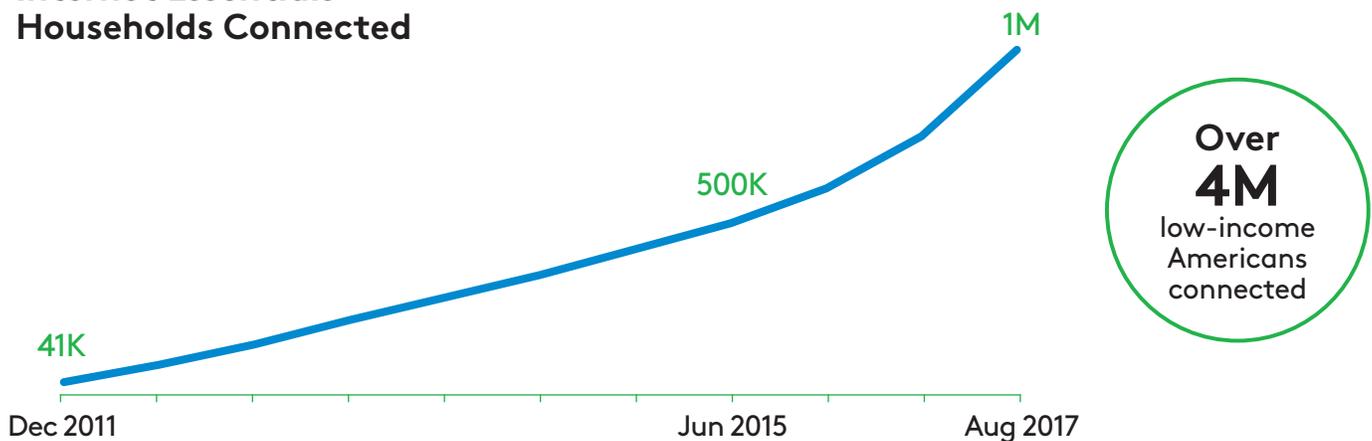
Over **1M** Comcast Cares Day volunteers since 2001

- Comcast’s Leaders and Achievers Scholarship Program (L&A) is one of the ways we provide scholarship opportunities to diverse students. Since its inception in 2000, more than \$28 million in L&A scholarships have been awarded to nearly 27,000 students. During the 2017-2018 school year alone, the company awarded more than \$2 million to over 2,000 students, over half of whom come from diverse backgrounds.

Comcast committed to launching a broadband adoption program to help bridge the digital divide.

- Internet Essentials is the nation’s largest and most comprehensive high-speed Internet adoption program.
- Since 2011, we have worked side-by-side with schools, government, and non-profit partners to connect one million families – over four million low-income Americans – to the power of the Internet in their homes. The program has also sold 65,000 subsidized computers at less than \$150 each.

Internet Essentials Households Connected



- Since its launch, Comcast has made more than 30 enhancements to the Internet Essentials program, including several key enhancements announced in 2017 to increase the program’s Internet speed, provide free access to millions of Xfinity WiFi hotspots, and expand the low-income senior citizen pilot program.
- Three-fourths of Internet Essentials customers are women, and 80% are people of color, including 55% who identify as Hispanic. English- and Spanish-speaking customers can call dedicated in-language call centers, while printed materials are available in 14 languages.
- All told, we have provided more than \$350 million of support for digital literacy training, benefiting nearly 5 million people, since 2011.

Catalyst Fund

Comcast committed to establishing a \$20 million venture capital fund to expand opportunities for businesses with minority ownership in new media content and applications.

- Launched in 2011, Comcast Ventures' \$20 million Catalyst Fund invests in diverse entrepreneurs building transformational businesses in media and technology. The Fund has supported more than 80 diverse startups through direct investments, and in partnership with leading accelerator programs.
- In addition, we support diverse businesses through capital investment and accelerator programs outside of the Catalyst Fund. For example, Comcast was The Bunker's first national corporate partner and founding sponsor of The Bunker Philadelphia. Built by veteran entrepreneurs, The Bunker works to launch and accelerate veteran-led businesses and create forums for entrepreneurial veterans to meet and collaborate.

Awards & Recognitions

As a testament to our commitment to D&I, the company has received significant external recognition. In addition to being ranked #1 among Fortune’s Best Workplaces for Diversity” in 2017, Comcast was ranked #7 among DiversityInc’s Top 50 Companies for Diversity in 2018, marking our sixth consecutive year on the list. While we are proud of the progress we have made, we know there is always more work to be done, and we continue to strive towards our goal of being the model for diversity and inclusion in Corporate America.



Named **#1** in Fortune Magazine’s list of 50 *Best Workplaces for Diversity* & **#4** on their list of *Best Workplace for Parents* in 2017.



Ranked **#7** on LinkedIn’s Top Companies for 2018.



Ranked **#7** among DiversityInc’s 2018 Top 50 Companies.



Earned a score of **100** on HRC’s 2018 Corporate Equality Index and named a *Best Place to Work for LGBTQ Equality*.



Earned a score of **100** on Disability:IN’s Disability Equality Index for 4th consecutive year in 2018.



Named **#1** on 2017 *Best Companies for Women to Work by Women in Cable Telecommunications*.



Ranked **#1** among *Military Spouse’s Top 100 Military Spouse Friendly Employers* in 2017.



Among the 15 recipients of the 2017 ESGR Freedom Award.



