



TOGETHER WE BUILD

COMCAST NBCUNIVERSAL | 2020 VALUES REPORT



**At the intersection of people,
technology, and communities,
Comcast NBCUniversal is working
to build opportunity for all.**

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OUR FAMILY OF COMPANIES



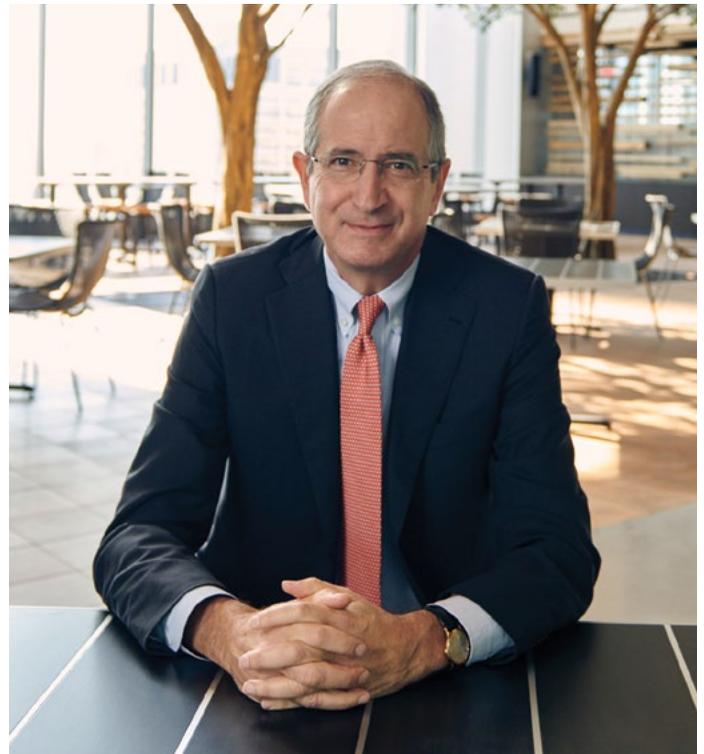
Data in this report are for calendar year 2019, unless otherwise noted, and are for Comcast NBCUniversal only. Visit comcastcorporation.com/valuesreport for more data and additional information.

A Message from Our Chairman

We are in the midst of one of the most challenging periods in our society's history, as COVID-19 continues to impact nearly every aspect of our daily lives. Crises test us, both as individuals and as organizations. They remind us of what matters most. They reveal who we are — and the core principles that define us.

Comcast's values — of integrity, respect, inclusion, and giving back — have never been more evident or more important than they are today. I couldn't be prouder of our company and our leaders across Comcast, NBCUniversal, and Sky for stepping up and helping to ease the burden on our employees, customers, and communities when they need us most. You can learn about our comprehensive response to COVID-19 on page 4.

Supporting our local communities has been core to our company's DNA for nearly 60 years, and as we've grown, so has that commitment. Together with local leaders and nonprofits around the world, we work actively every day to help improve the lives of our neighbors, especially those who need it most. Hopefully you will see how these efforts came to life this past year as you read the report that follows.



BRIAN L. ROBERTS

Chairman and Chief Executive Officer

Comcast Corporation

June 1, 2020



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of integrity, respect,
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Our COVID-19 Response: A Reflection of Our Commitment to Communities

As the profound impacts of the COVID-19 pandemic have been felt in communities around the world, it has become increasingly clear that the scale of this crisis will force a significant shift in how we live, work, and connect to what matters. While there is still much uncertainty ahead, we know that the challenges that existed before the pandemic are being exacerbated and that some of our most vulnerable populations are facing even greater risks to their health and wellbeing.

Comcast NBCUniversal's COVID-19 response reflects our company's longstanding commitment to harnessing our people, our technology, and our unparalleled reach through media to connect our communities to meaningful content and resources. Our values have always compelled us to place a priority on connecting the underserved, and that has only been reinforced in this moment.

COVID-19 has underscored the importance of access to technology and an internet connection at home for school, work, and basic health and human services. As the pandemic



During the early days of COVID-19, we provided flexible funding to our community partners to help them deliver basic needs — including helping the Boys & Girls Clubs distribute food to families in need.

forced long-term school closures, it quickly threatened to create an even greater digital divide. We took immediate steps to expand our Internet Essentials program, offering two months of free service to new customers and increasing internet speeds for all Internet Essentials customers going forward. (Learn more on p. 6.) To help even more people stay connected, we also opened our Xfinity WiFi hotspots, located in businesses and outdoor locations across the U.S., at no cost.

We also continue to work directly with school districts across the country to help connect families to the internet and provide access to devices at home for virtual learning. Looking forward, we believe that access to the internet at home will reap benefits that extend well beyond the near-term need.

Beyond broadband connectivity, it is important that we connect communities to the resources our nonprofit partners are providing, including laptops and tablets, nutritional meals, health services, online learning tools, and educational mentoring. During the early days of the crisis, we provided flexible funding to our community partners so they could meet the unprecedented demand for basic needs in new and innovative ways. We also expanded our support to help them quickly offer services remotely.

Please visit corporate.comcast.com/covid-19 for more detail about our companywide response to support our employees, customers, and communities during the pandemic, as well as the most up-to-date information about our efforts.

At the Boys & Girls Clubs of America, for example, our support helped make it possible for thousands of local clubs to shift from providing on-site after-school programming to becoming food distribution centers and daycare providers for the children of first responders. At the same time, the organization is continuing to expand access to MyFuture, its signature digital skills training program that Comcast helped to launch five years ago. MyFuture is one of many educational offerings we are helping make available through our partners and on our platforms.

As we respond to this pandemic, we are paying close attention to how economically disadvantaged communities are being disproportionately impacted and how we can lean in to our steadfast commitment to diversity and inclusion. Whether it is supporting minority-owned small businesses with educational and operational resources through Telemundo and Comcast Business, or promoting anti-bias public service announcements across our networks given the rise in hate crimes against Asian Americans, we continue to support diverse communities.

Our employees, as always, have been key to our response efforts, and we continue to ensure they can do their essential jobs — and do them safely.

On the following pages, we are proud to share the many ways we act on our values, and we recognize that how we show up during, and after, a crisis is the true test of dedication.

As our world continues to evolve, Comcast NBCUniversal will adapt to respond to the needs of the diverse communities we serve and will reinforce our unwavering commitment to connecting people to what matters most.

Building Tech Equity in a Global Health Crisis

\$650M

invested in digital literacy training and awareness to date

In today's digital age, technology is the primary conduit to economic opportunity, and it is vital to how we work, play, learn, and connect with one another. The ability to access technology from home is especially important — and is something that has always been core to who we are as a company.

At Comcast NBCUniversal, we understand how transformational connectivity can be for individuals and families, and COVID-19 has underscored the value of a broadband connection. As millions of people practice social distancing and shelter in place, they have turned to the internet to find news about the virus, continue school online, work remotely, access healthcare information, and more. The abrupt transition has shined a spotlight on the digital divide, which is an issue we have been focused on for nearly a decade. Since 2011, our Internet Essentials program has connected more than 8 million people from households in low-income neighborhoods, many for the very first time.

Once it became clear that social distancing by staying at home was going to be imperative to slowing the spread of COVID-19, we responded immediately by offering two months of free internet service to any new Internet Essentials customer. In addition, we partnered with Common Sense Media's [Wide Open School](#) initiative to promote free educational content from Khan Academy, National Geographic, Noggin, PBS, Scholastic, Sesame Workshop, and many others, so students could continue to learn while at home.

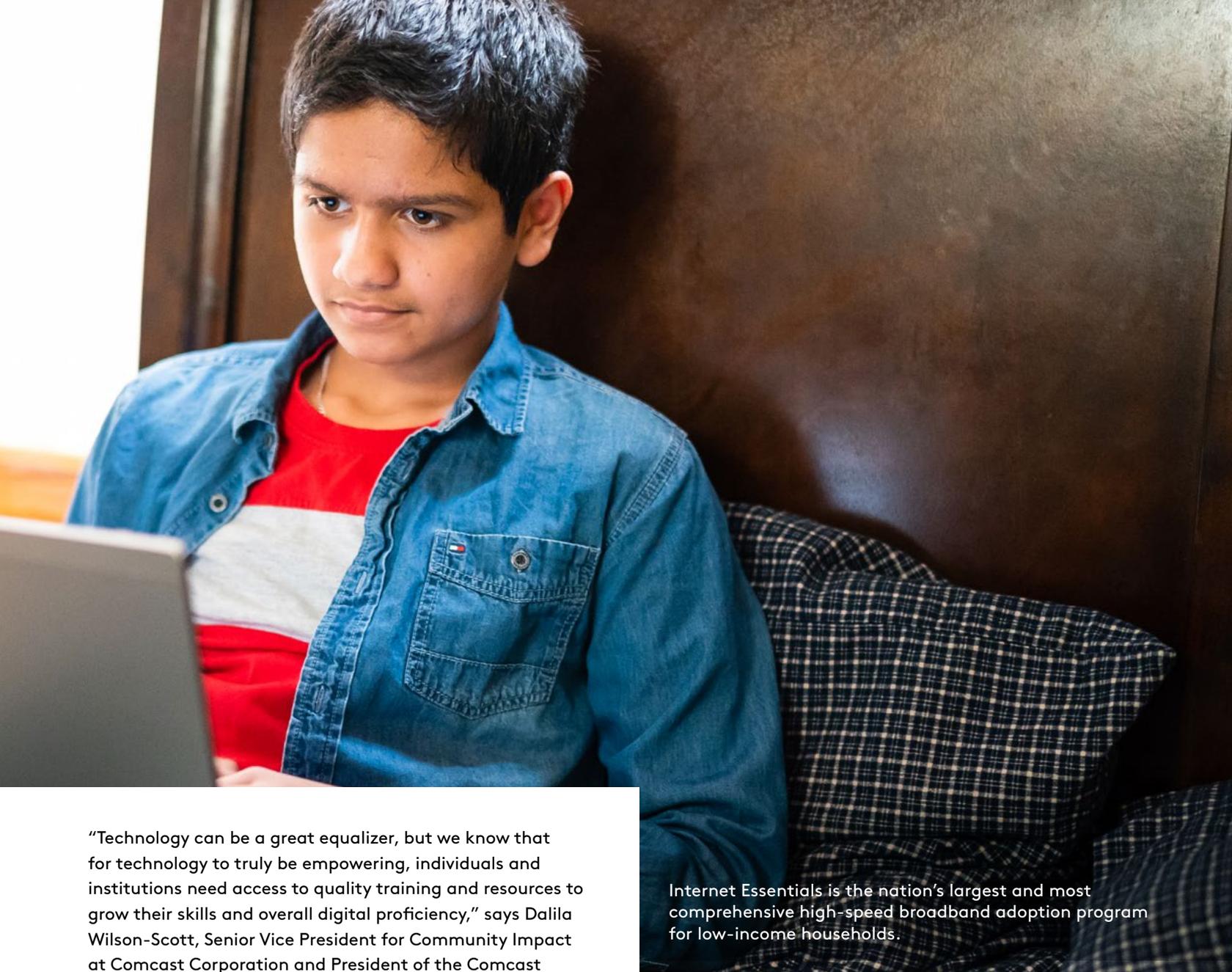
"These last few extraordinary months have reinforced just how valuable home internet access is for every American," says Karima Zedan, Vice President, Internet Essentials, Community Engagement and Impact. "We believe that having an internet connection at home is transformative

and leads to inclusion, and inclusion is at the heart of the social change we seek with the Internet Essentials program."

Since the launch of Internet Essentials in 2011, the goal of the program has been to help level the playing field and give as many people as possible the opportunity to succeed. When we started, we focused on reducing the digital divide's impact on the "homework gap," which is the inability of students from low-income households to access online educational resources from home due to a lack of internet service. Over the years, we have worked with hundreds of nonprofit partners to expand the program to help connect seniors, community college students, families receiving public housing assistance, and veterans, among others.

In 2019, we announced the largest expansion of the Internet Essentials program ever, to include all qualified low-income households including those with people with disabilities. While the program's overall success has been impressive, we've seen the real impact of this investment in the stories we hear from individuals: More students are able to do their homework, apply for scholarships and colleges, and learn new digital technologies like coding, while adults have accessed healthcare information, stayed connected to family and friends across town and around the world, looked and applied for new jobs, and pursued their own dreams to be entrepreneurs — all from the safety of their own homes.

Over the last decade, we have helped people move across the digital inclusion continuum: from increasing technology access, to developing skills, to ultimately leveraging those skills for economic mobility. We have focused in particular on creating opportunities for groups often underrepresented in tech — including girls, people of color, and people with disabilities, among others — to develop tech skills and expand their horizons.



“Technology can be a great equalizer, but we know that for technology to truly be empowering, individuals and institutions need access to quality training and resources to grow their skills and overall digital proficiency,” says Dalila Wilson-Scott, Senior Vice President for Community Impact at Comcast Corporation and President of the Comcast NBCUniversal Foundation. “That’s why we have invested more than \$650 million to date in digital literacy training and awareness — and it’s why, in light of the pandemic, we will continue to invest in digital initiatives for our communities.”

We know that it is important to be flexible and responsive to help our partners pivot where necessary and to use technology to better serve their clients’ needs. Assistive technology and targeted tech coaching have always been central to our serving individuals with both physical and developmental disabilities as they pursue paths to independence. We have continued our support of both group and one-on-one coaching at [The Arc](#) affiliates across the country, and we are identifying thoughtful technology upgrades that will help the organization provide personalized service and reach more clients remotely. For [Easterseals](#), we have funded a program that will help digitize their training resources and expand their ability to certify

Internet Essentials is the nation’s largest and most comprehensive high-speed broadband adoption program for low-income households.

service partners virtually. This will help expand the number of locations that are compliant with the Americans with Disabilities Act and that have the appropriate gear and training to meet transportation needs.

Many of our partners are still managing through these challenging times and becoming much more dependent on various forms of technology for connecting with clients, donors, and the broader community. Finding different ways to authentically connect with audiences will be an essential skill in this pandemic.

We know that many families are struggling and that the economic impacts of the pandemic will be lasting and profound, particularly for marginalized communities. We remain committed to helping connect as many people as possible to the power of the internet and enabling them to participate, and succeed, in our digital world.



Building Support for LGBTQ Equality Through Our Media Platforms

The men and women who fought back against a police raid on a gay nightclub in New York City's Greenwich Village didn't anticipate their actions would lead to a civil rights movement. But the uprising at the Stonewall Inn in the early hours of June 28, 1969, galvanized a revolution to secure equality for members of the lesbian, gay, bisexual, transgender, and queer (LGBTQ) community in the U.S.

To honor the 50th anniversary of the start of that movement — and to continue advancing its cause — Comcast

NBCUniversal harnessed the power and reach of our media and storytelling platforms to educate audiences about this landmark event. Our Nightly News Films and our LGBTQ digital platform, NBC Out, produced a four-part digital documentary series, *Stonewall 50: The Revolution*, covering the pre- and post-Stonewall movement for equality, the six-day Stonewall riot, and modern-day Pride celebrations. We believe it is important to explain the significance of Stonewall and showcase the progress made, as well as the ongoing struggles that inform the work still ahead.

100%

score on the Human Rights Campaign's 2020 Corporate Equality Index for the seventh time in eight years, and named a Best Place to Work for LGBTQ Equality

Comcast NBCUniversal employees celebrate at the 2019 Philadelphia Pride Parade.

"NBC is the home for dynamic content and storytelling, and *Stonewall 50* is an extension of that," says Yvette Miley, Senior Vice President of MSNBC and NBC News. "We are proud and honored to champion such a significant moment in history."

Despite advancements in LGBTQ rights in recent years, the challenges for the community continue. "Equality is not a fixed position on a map," Miley explains. "Some people may think the LGBTQ rights journey is done and the struggle is over, but it isn't. Our job is to continuously educate."

To spread the word about the docu-series, Comcast NBCUniversal held public screenings and panel discussions with writer and producer Sekiya Dorsett and LGBTQ leaders like Mark Segal, who was 18 years old when he joined the Stonewall riots.

"I would have never dreamed 50 years ago that I'd be advising a media company that not only celebrates its LGBTQ employees day after day but also makes LGBTQ equality a centerpiece of its platforms," says Segal, a member of Comcast NBCUniversal's external Joint Diversity Advisory Council.



An image of activist Marsha P. Johnson from the documentary series *Stonewall 50: The Revolution*.

In conjunction with the docu-series release, Comcast NBCUniversal became the first company to sponsor the development of a National LGBTQ Digital Archive Hub. Our contribution is helping to digitize important materials that document LGBTQ history in America, ensuring that current and future generations understand the significant progress the LGBTQ community has made toward equality, while still knowing there remains work to be done.

"It's extremely rare to see a corporation not only invest in an LGBTQ organization, but also invest to this extent in something that will have a national impact," says Jennifer C. Gregg, Executive Director of the ONE Archives Foundation, which is partnering with the Smithsonian's National Museum of American History on the initiative.

The release of the docu-series and the launch of the Digital Archive Hub were cornerstones of our 2019 Pride Month celebrations. Comcast also added 1,200 hours of Xfinity Video programming through the LGBTQ Film & TV collection, a first-of-its-kind grouping of diverse, community-endorsed content. In addition, MSNBC aired the primetime documentary *Rebellion! Stonewall*.

Across our company, we honor the contributions of the LGBTQ community and support the many employees who participated in Pride parades across the country and shared personal moments of impact.

Meagan Fitzgerald can attest to just how much things have changed. A news anchor at NBC4 Washington, an NBC-owned-and-operated television station in Washington D.C., Fitzgerald announced her engagement to her girlfriend on the air, using her platform to share a message of encouragement, especially for LGBTQ youth. "It takes courage to be your true, authentic self, no matter who you are," she told viewers at the start of 2019 Pride Month.

Building the Case for Getting Counted

When it comes to the 2020 Census, Comcast NBCUniversal and Telemundo have a clear message for all Americans: Get counted.

The 2020 Census will impact communities for the next decade, determining congressional representation and the allocation of hundreds of billions in federal funding every year. In the spirit of connectivity and community, our company launched a comprehensive, multifaceted campaign to educate people about the importance of the census and to help lower barriers to online participation. In total, we invested more than \$2 million in grants and in-kind contributions to support these efforts.

For the first time, people are being encouraged to participate in the census online, although pen and paper will still be available as an option.

Telemundo's campaign, *Hazte Contar (Get Counted)*, is a multimedia platform in both Spanish and English that Telemundo and nonprofit partners are using to connect with — and educate — Latinos. Since the launch in March 2019, we have partnered with more than 50 national and local organizations to expand the campaign's reach.

"Historically, the census has undercounted diverse communities — especially the Hispanic community and particularly Hispanic children," says Mónica Gil, Chief Marketing Officer and Executive Vice President of NBCU Telemundo Enterprises. "An undercount can lead to communities missing out on federal funding for critical public services and fair representation in Congress."

With approximately 58 million Latinos in the U.S. (the country's largest minority group), the stakes for an undercount are high. NBCUniversal and Telemundo are uniquely positioned to help support a more accurate count of the Latino community, with the combined networks

reaching 98% of U.S. Hispanic TV households, in Spanish and English, across 210 markets.

Through *Hazte Contar*, Telemundo offered a robust suite of digital resources to answer questions and alleviate concerns about completing the census online.

"Comcast NBCUniversal and Telemundo listened to our concerns about the need for accurate census information to be disseminated nationwide," says Arturo Vargas, CEO of the NALEO Educational Fund, a key partner for Comcast NBCUniversal in reaching Hispanic communities regarding the census. "The company stepped up and is using its platforms to shine a powerful light on this important issue with real consequences for our community."

We want everyone to be able to participate in the first-ever digital census, and we are committed to utilizing our unique position to support connectivity for all communities. In fact, because of our strong relationships with many nonprofit partners, the U.S. Department of Commerce asked us to collaborate with the U.S. Census Bureau to do what we could to encourage census participation nationwide.



We ran 12 census-related public service announcements, like the one shown above, on our Telemundo and NBC stations nationwide. The announcements increased awareness about the 2020 Census and pointed people to more information.



\$2M+

in grants and in-kind contributions from Comcast NBCUniversal to support census education efforts

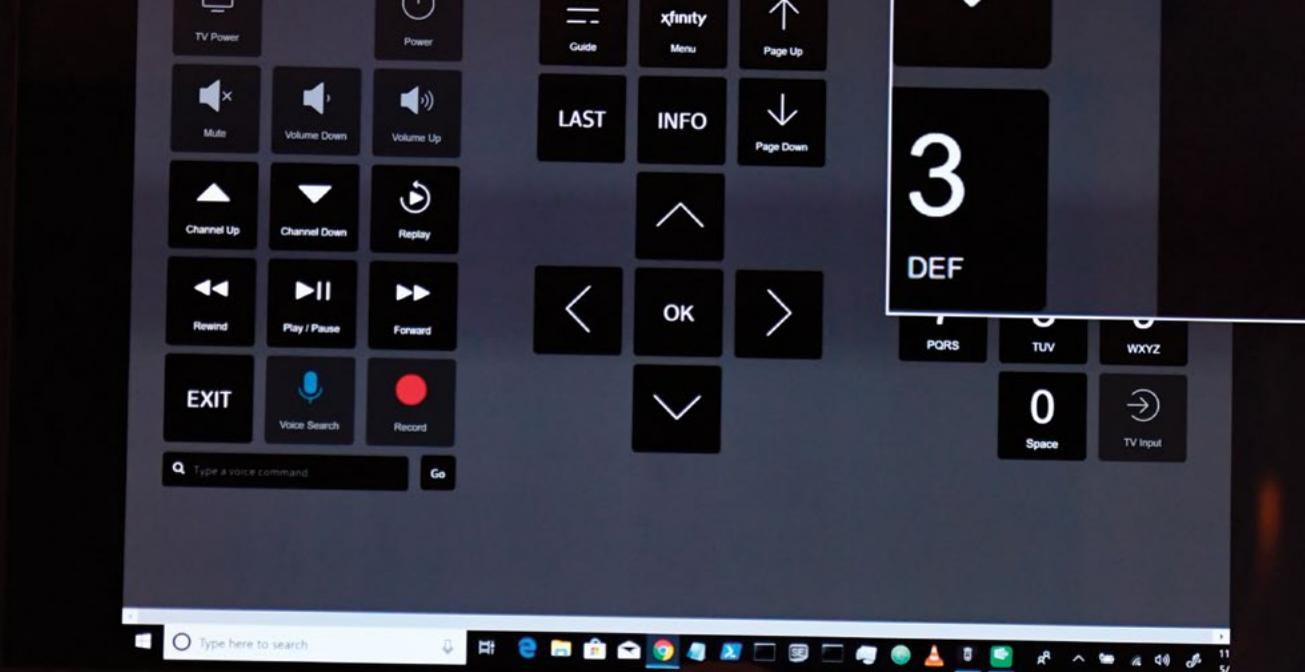
One way we did this was by extending *Hazte Contar*, and its English counterpart *Get Counted*, to the Xfinity X1 platform, where we are reaching millions of viewers.

Our X1 Census Destination page answers questions, addresses concerns, and dispels myths about the census. It's also where customers can request a link to the U.S. Census Bureau's website that is then texted to their mobile phones, enabling them to complete the census online. In addition, we're running public service announcements with partner organizations such as Fair Count, the National Urban Indian Family Coalition, and several Asian-American Pacific Islander organizations that assisted us in reaching communities with populations that speak Asian languages, including Chinese, Vietnamese, Korean, and Hmong.

Comcast also helped to fund frontline organizations that offered census-related support for, and outreach to, groups that are often undercounted. These grants increased the capacity of organizations that were best positioned to remove barriers to trust, increase access to

the digital resources needed to complete the census, and bolster participation. Grant recipients included the Asian Roundtable of Colorado, the Detroit Employment Solutions Corporation, the Massachusetts Nonprofit Network, and the New Mexico Black Leadership Council.

"I'm very proud to work for a company that invested the time, energy, and resources to get the word out about the census," says Christina Kolbjornsen, Senior Vice President of Corporate and External Affairs for Telemundo. "This isn't about ratings or viewers. It's about making a difference in our communities for funding, services, hospitals, and schools for the next 10 years."



A demonstration of the Xfinity X1 Eye Control remote.

Building a More Inclusive World

Jimmy Curran has never let spinal muscular atrophy slow him down. The research analyst, children's book author, and avid sports fan lives a full and independent life in Philadelphia. He also relies on help from friends and family to perform some important tasks, which, until recently, included navigating his television experience with a remote control.

These days, Curran operates the TV himself, thanks to Comcast's Xfinity X1 Eye Control remote, a cutting-edge technology that enables customers to switch channels and search for programming using only their eyes.

"I was very surprised at how easy it is for me to use on my own," says Curran of the technology, which landed a spot on *TIME* magazine's 2019 list of best inventions. "This remote allows me to operate the TV just as anybody else would."

At Comcast NBCUniversal, we are committed to making our products, services, and experiences accessible to the widest possible audiences and creating new pathways to independence. In recent years, we launched the industry's first talking TV guide, introduced a voice-operated remote control, produced the country's first live entertainment program accessible to people with visual disabilities, and became the first cable company to offer customer service in American Sign Language.



Xfinity customer Jimmy Curran operates the Xfinity X1 Eye Control remote.

Our Comcast accessibility team includes engineers and subject matter experts who work across the business to ensure that inclusivity is baked into our product design from the earliest stages, much as customer experience, sustainability, and security are factored in at the start of the new product development cycle. We believe that when we make a product more inclusive, we make the product better for everyone.

“We prioritize accessibility because we build great experiences for all of our customers. It’s a business imperative,” says Charlie Herrin, Executive Vice President and Chief Product Officer for Comcast Cable. “An estimated one-third of all U.S. households include someone with a disability. We don’t want to create exciting new products, only to tell certain communities and audiences that these experiences aren’t available to them.”

Our audiences include James Baldwin, an 18-year U.S. Army veteran who was injured in the Gulf War and now has one prosthetic eye and limited sight in the other. Baldwin had been taking advantage of the many accessibility features on X1 — such as the voice remote, talking guide, and vast library of described content — to enjoy his favorite movies and TV shows. But now he is able to watch TV again through our [Xfinity Stream app integration](#) with virtual reality magnifying smartglasses, which give people with low vision the ability to see. “Technology really plays a big part in all of our lives, and it helps us be a whole lot more independent,” says Baldwin.

48M 2M

people in the U.S. live with physical disabilities

Comcast customers use at least one X1 accessibility option

Our partnership with the smartglasses manufacturer, NuEyes, is just one of the many ways Comcast NBCUniversal supports customers with sensory, physical, and developmental disabilities. In 2019, we expanded eligibility for our digital inclusion program, [Internet Essentials](#), to include low-income people with disabilities. To roll that out, we worked with organizations from across the disability community. For example, our longstanding partnerships with [The Arc](#) and [Easterseals](#) helped us to spread the word about these digital literacy and technology resources for people with disabilities.

“Comcast understands how absolutely vital it is for people with disabilities to have access to the internet at home, and how crucial it is to have the digital skills and tools to use it successfully,” says Maria Town, President and Chief Executive Officer of the American Association for People with Disabilities, which received a grant from Comcast to help fund digital literacy programs.

We are also committed to making our own workplaces inclusive for employees of all abilities. In 2019, for the fourth consecutive year, Comcast NBCUniversal was awarded a Leading Disability Employer Seal™ by the National Organization on Disability.



James Baldwin uses the NuEyes technology.



Nearly \$1M
donated by employees
in the first year of our
new Employee Disaster
Assistance Fund

In 2019:

120k
volunteers in

600
communities and

23
countries

Building a Culture of Volunteerism and Service

Tina Simmons has spent two decades at Comcast NBCUniversal leading human resources and customer service teams. For nearly all of those years, she has also lent her deep expertise and skills to nonprofit boards — first as a volunteer director with the Urban League of Philadelphia and now as a Boys & Girls Club of America National Trustee in the Southeast Region.

“Something I see with many nonprofit boards and staff is the need for more support from those with hands-on business experience,” says Simmons. “They are terrific fundraisers, but they are sometimes missing the management, operational, and leadership skills that can be more easily attained from working in a corporate environment.”

Simmons is just one of thousands of Comcast NBCUniversal employees who contribute to our company’s culture of volunteerism and service, donating their time and talents on nonprofit boards and in myriad other ways that deliver meaningful impact. We continue to strengthen the legacy of service that has defined our company since it was founded by Ralph Roberts in 1963. And by creating more



Students participate in a coding workshop sponsored by Comcast NBCUniversal and CS4Philly.

opportunities for our people to contribute their time and give to the causes they care about, we are helping to strengthen the communities where our employees work and live.

“From our Comcast Cares employee volunteerism program — which reaches more than 1,000 nonprofits in 23 countries worldwide — to ongoing mentorship initiatives to our new nonprofit board training program, we focus on making a positive difference every day,” says Dalila Wilson-Scott, Senior Vice President for Community Impact at Comcast Corporation and President of the Comcast NBCUniversal Foundation. “We aspire to connect our best resource — our passionate employees — to causes and organizations they care about as individuals.”

NBCUniversal employees have demonstrated their passion for making a difference in our local communities through Comcast NBCUnites, a new volunteering and social impact program that launched in early 2019. According to Hilary Smith, Executive Vice President of Corporate Communications and Social Impact at NBCUniversal, “Our primary goal is to help employees give back through projects focused on building stronger communities, empowering the next generation of storytellers, and promoting media and technology skills. In just one year, more than 14,000 employees impacted 225 nonprofit organizations through a wide variety of projects, ranging from mentoring to food packing to hosting a Creative Summit for aspiring young filmmakers.”

Through the Creative Summit, held in partnership with [Ghetto Film School](#), more than 125 NBCUniversal employees were paired with young people in New York and Los Angeles for one-on-one mentoring and workshops in news, production, and late-night TV writing.

Just as our talented film and television teams share their skills with aspiring filmmakers, Comcast’s technologists and engineers are also helping the next generation explore tech careers. In 2019, we continued our partnership with CS4Philly, a coalition advocating for teaching computer science in Philadelphia schools, by mentoring high school students in a hands-on tech exploration day through coding, data analytics, and other activities.

For her part, Simmons encourages others at the company — especially her younger colleagues — to give back through board service as a way to further develop their own leadership skills. But most of all, Simmons says, “I love seeing the impact I’m making on young people and their families. It just makes me want to do even more.”



Building Careers Through Mentoring

Always on the lookout for learning opportunities, Carla Stanley jumped at the chance to participate in Comcast's 2019 Employee Resource Group (ERG) Mentorship Program. A first-time mentee, she was paired with Kristy Mullen — a former mentee who had stepped into the mentor role.

The match couldn't have been more perfect. Stanley is a Customer Account Executive who works with Comcast's small and medium-sized business customers. Mullen, Senior Manager of Customer Service Strategy and Operations for Xfinity Mobile Care, is passionate about supporting employees who are on the front lines of customer care.

Both women have found camaraderie and career support through our ERGs — employee-led organizations across all business units that help us build a more inclusive and collaborative workplace.

"Mentorship is important to our company and our efforts to retain top talent, engage our employees, and promote diversity and inclusion," says Karen Dougherty Buchholz, Comcast's new [Chief Diversity Officer](#) and Senior Vice President of Administration. "Having people who are invested in helping others to reach their career and personal goals is vital to our culture and to creating opportunities for professional success throughout our employee base."

During the nine-month mentorship program, Stanley and Mullen met at least once a month, either in person or over the phone, and often traveled to each other's workplaces to gain new perspectives on the company. They participated in events facilitated by ERG Mentorship Program leaders and had informal conversations and email exchanges to

discuss career development opportunities and challenges. Stanley, for example, hopes to leverage her experience in the program to explore future job possibilities at the company.

"The mentorship program exceeded my expectations," says Stanley, a member of the Black Employee Network, the Women's Network, and the MyAbilities Network ERGs. "I was willing to stretch myself and push myself into new situations, and I learned so much. It opened my eyes to all the opportunities that exist at Comcast."

Each year, the program builds toward an optional capstone project that challenges mentees with researching and developing strategic business plans, which they present to an executive panel of judges. As part of the 2019 winning team, Stanley learned what it takes to bring a new idea to market and how to create and present a successful business case.

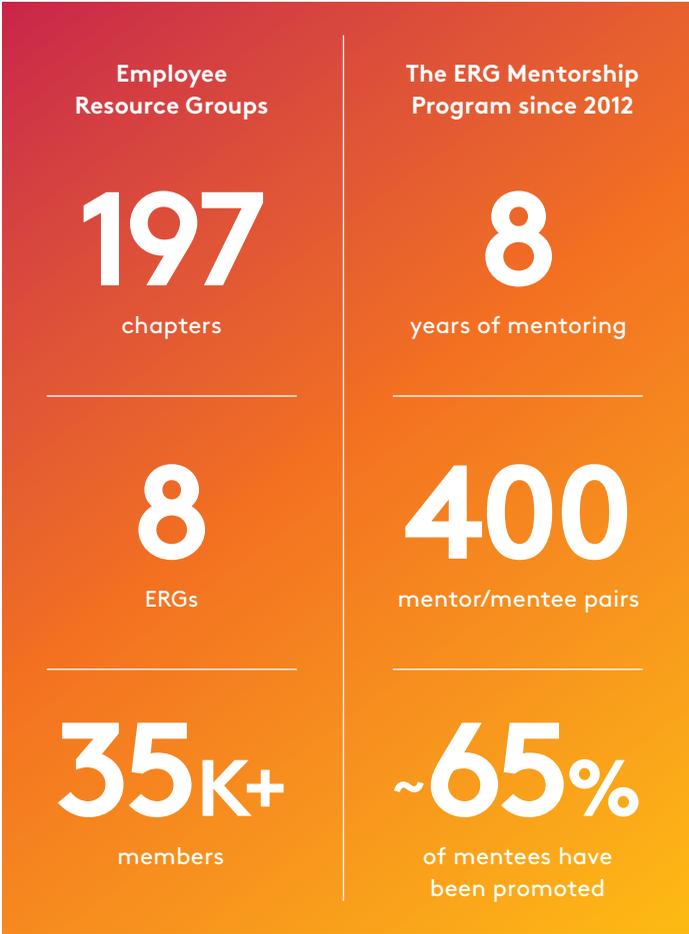
The ERG Mentorship Program helps to engage employees, retain talent, prepare future leaders, and strengthen diversity, inclusion, and equity within our company. Both Mullen and Stanley say they would participate again and have encouraged their peers and colleagues to apply.

"People usually talk about mentoring in terms of what the mentee gains from the mentor," says Mullen. "But I also gained a lot as a mentor. It made me a better listener, a better coach, and a better communicator and leader. Getting to know Carla and helping shape her goals and vision for her future has been a fantastic experience."

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Mentorship is important to our company and our efforts to retain top talent, engage our employees, and promote diversity and inclusion.

KAREN DOUGHERTY BUCHHOLZ
Chief Diversity Officer and Senior Vice President of Administration at Comcast



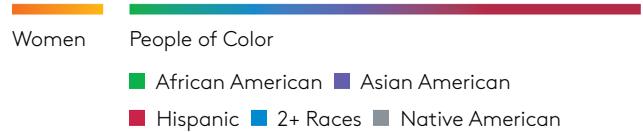
Participants in the 2019 ERG Mentorship Program’s capstone event.

Diversity Data

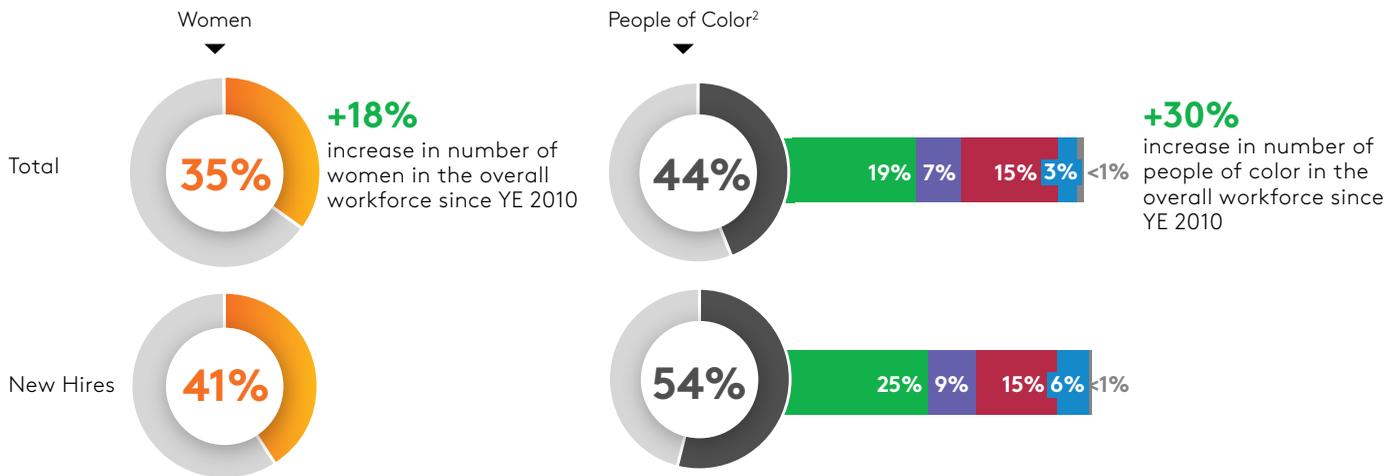
At Comcast NBCUniversal, we believe that a diverse and inclusive company is a more innovative and successful company, which is why we aim to infuse diversity and inclusion into all aspects of our business.

Workforce Diversity

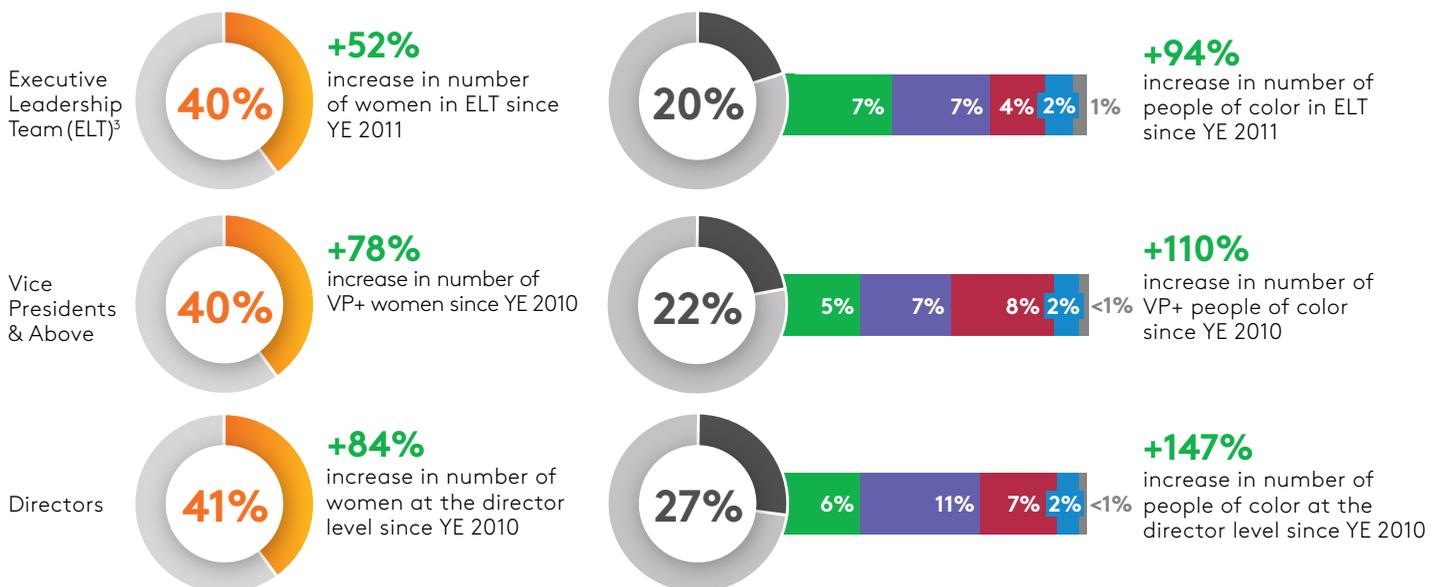
Diversity and inclusion is essential to our business. Our aspirational goal is to have 50% women and 33% people of color at every level of our workforce.



OVERALL WORKFORCE YEAR-END (YE) 2019¹



LEADERSHIP YE 2019

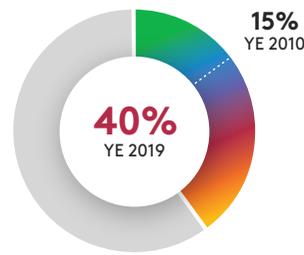


1. Workforce metrics are reflective of our U.S. full-time employees.
 2. Ethnic diversity numbers may not sum to total due to rounding.
 3. Our Executive Leadership Team includes the CEOs and their first- and second-level direct reports.

Governance

Our commitment to diversity starts at the top, with our Board of Directors. The diversity of our Board has nearly tripled since YE 2010.

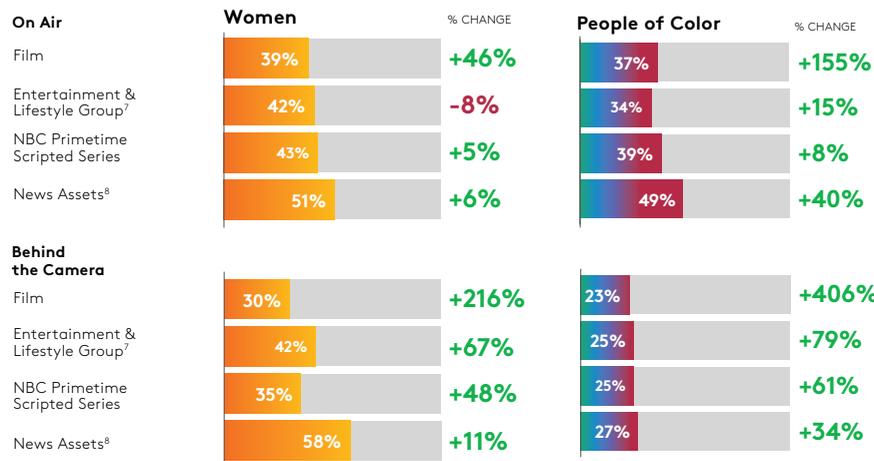
BOARD DIVERSITY⁴



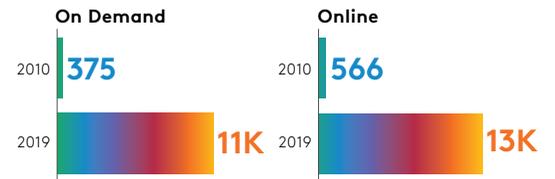
Programming

To ensure we're telling authentic stories that resonate with a wide range of audiences, we strive to have diverse perspectives in every aspect of our programming at NBCUniversal and in the content we distribute on our Xfinity platforms.

NBCUNIVERSAL DIVERSITY YE 2019⁶



XFINITY: TOTAL DIVERSE HOURS



TOTAL DIVERSE SUBSCRIBER NETWORK INSTANCES⁹



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 social impact. Since year-end 2010, we've invested more than \$2.1 billion in cash and in-kind giving benefiting minorities.

CASH & IN-KIND DONATIONS



CASH GIVING

To women-led and women-serving organizations



To minority-led and minority-serving organizations



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

5. 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%.

6. Increases and decreases next to each graph represent the growth rate of percentage representation. For women the numbers reflect the growth rate since YE 2013; for people of color they reflect the growth rate since YE 2010.

7. Entertainment & Lifestyle Group includes USA and Syfy.

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

9. 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.



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Diversity is all about being intentional. Every supplier base can be diversified. You just need to find the right people with the right skills.

NINA VACA
CEO, Pinnacle Group

Nina Vaca, CEO of Pinnacle Group, chats with an employee.

Building a Diverse Supply Chain

Nina Vaca launched Pinnacle Group almost 25 years ago in her living room, with a phone, a computer, and \$300. Since then, it has grown from a one-woman IT staffing firm to a global workforce solutions company with a presence in 10 countries on four continents.

For more than six years, Comcast has turned to Pinnacle to strengthen our contingent labor and workforce solutions. The partnership has been instrumental in helping Pinnacle become the company it is today. "Our service to Comcast has enabled us to develop the scale, security, and sophistication required to serve the world's largest and most innovative corporations," says Vaca.

As a woman- and minority-owned business with a workforce composed of over 63% women and more than 40% people of color, Pinnacle is an invaluable Tier I diverse supplier, which means it has a direct business relationship with Comcast. And as Pinnacle, in turn, identifies diverse firms to staff positions at Comcast, it is opening doors for highly skilled Tier II suppliers to grow their businesses as well. Tier II suppliers work for our Tier I suppliers on Comcast projects.

"Pinnacle's emphasis on diversity is one of the many things that impressed us from the start of our relationship," says Jason Beattie, Executive Director of Procurement at Comcast NBCUniversal. "Through Nina's leadership, Pinnacle supports a wide range of suppliers from traditionally

Comcast NBCUniversal is a member of the **Billion Dollar Roundtable**, which recognizes companies that have spent at least \$1 billion with suppliers owned by women, people of color, veterans, individuals with disabilities, and LGBTQ community members.

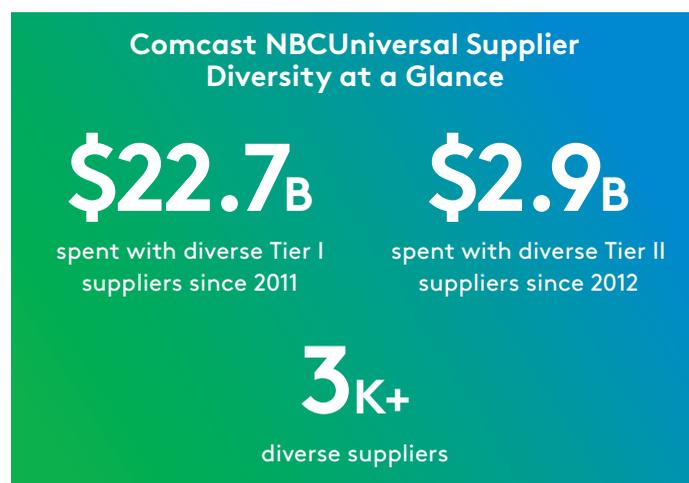
underrepresented groups, which enables Comcast to further build wealth in the communities in which we operate."

Comcast NBCUniversal's supplier diversity program aims 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 (LGBTQ) individuals. This diversity in our supply chain gives us a competitive edge — inspiring innovation and providing insights into the interests and needs of our customers while also supporting a highly skilled, dynamic workforce.

Our relationship with Pinnacle was born of a desire to build on the strong foundation of established diversity in our supply chain. Since we signed our first contract with Pinnacle in 2013, we have increased our spending with diverse suppliers even further. During 2019 alone, we spent more than \$4.3 billion with diverse Tier I and Tier II suppliers. Our partnership with Pinnacle is one of the factors enabling our continued progress in this area.

As trusted partners, Vaca and Pinnacle have been instrumental in helping Comcast build a more diverse supply chain and a stronger company. Through our partnership, we have discovered ways to align our shared objectives and goals, and, as a result, we have played a role in exponentially growing Pinnacle's footprint.

"Diversity is all about being intentional," says Vaca, who was born in Ecuador and was named for three consecutive years to the Association of Latino Professionals for America's annual list of the 50 Most Powerful Latinas. "Every supplier base can be diversified. You just need to find the right people with the right skills. Pinnacle excels in this type of supplier diversification and seeks out like-minded clients, such as Comcast."



Xfinity's Diverse Content

Xfinity has created an unprecedented ecosystem of diverse content, including permanent, curated On Demand destinations geared toward African American, Asian American, Hispanic, and LGBTQ audiences. These platforms bring together a wealth of culturally relevant entertainment choices in easy-to-navigate locations.

100+

diverse networks on Xfinity platforms

24K+

hours of diverse On Demand and Online programming combined offered in 2019



Xfinity TV's Black Film & TV collection is an original compilation of the best black film, TV, and web content from our vast catalog of available programming.

Building a Destination for Black Film and TV

At Comcast, we continually work to expand the diversity of our Xfinity programming and make that diverse content readily accessible to our customers. One way we do this is by curating content with specific audiences in mind. For example, Xfinity TV's Black Film & TV collection is an original compilation of the best black film, TV, and web content from our vast catalog of available programming in one easy-to-browse, unified experience.

"Representation is so important," says Keesha Boyd, Executive Director of Multicultural Products at Comcast. "We want our customers to see themselves, and their communities, represented on the biggest screen in their homes. Our curated collections help to raise awareness of the vast amount of programming content we offer that does just that."

Unique to the Black Film & TV collection is the HBCU Experience, which highlights historically black colleges and universities (HBCUs). It includes sporting events, movies, TV shows, and music playlists, plus original content such as the I Am HBCU Proud series featuring video testimonials from alumni, many of whom are Comcast employees.

Also in the collection, and new for 2020, is kweliTV, a subscription streaming service. Founded by a young, black, female entrepreneur, kweliTV offers a wide selection of black films, documentaries, and news.

Each year during Black History Month, we expand our black film and TV offerings and elevate the visibility of the programming to encourage our customers to engage with the content. In 2020, for the second year running, we offered a Free Preview Week on X1 during February — giving customers access to popular TV shows, movies, and documentaries from premium networks and subscription video-on-demand services, including African-American-owned content.

"Through our Black Film & TV platform, we showcase content that celebrates the diversity within the global black community," Boyd says. "It gives us a way to amplify the voices of these content creators and allows us to lean into the cultural stories and moments that our customers are passionate about."



Female Forward director Kim Nguyen helms an episode of NBC's *Brooklyn Nine-Nine*.

Building Diversity in Front of and Behind the Camera

At Comcast NBCUniversal, we take pride in creating opportunities in the media industry for women and people of diverse backgrounds and experiences — both in front of and behind the camera.

“Two decades ago, we began launching initiatives to identify and cultivate diverse talent for the media industry,” says Craig Robinson, Executive Vice President and Chief Diversity Officer of NBCUniversal. “Today, we offer the industry’s widest range of programs designed to build a diverse pipeline of talent, including directors, writers, actors, music composers, and journalists.”

A leading example of these programs is Female Forward, an initiative designed to give female directors an entry into scripted television. Our industry can do more to have women represented in the director’s chair, and Female Forward

was created in response to that need. We believe that, collectively, we can achieve greater gender parity among directors of scripted series by systematically increasing the number of experienced women in the field.

Female Forward directors are given the opportunity to shadow current directors on up to two episodes of an NBC series, with a commitment to helm at least one episode of that series in the same season that they shadow. The program is spearheaded by Lisa Katz and Tracey Pakosta, NBC Entertainment’s Co-Presidents of Scripted Programming.

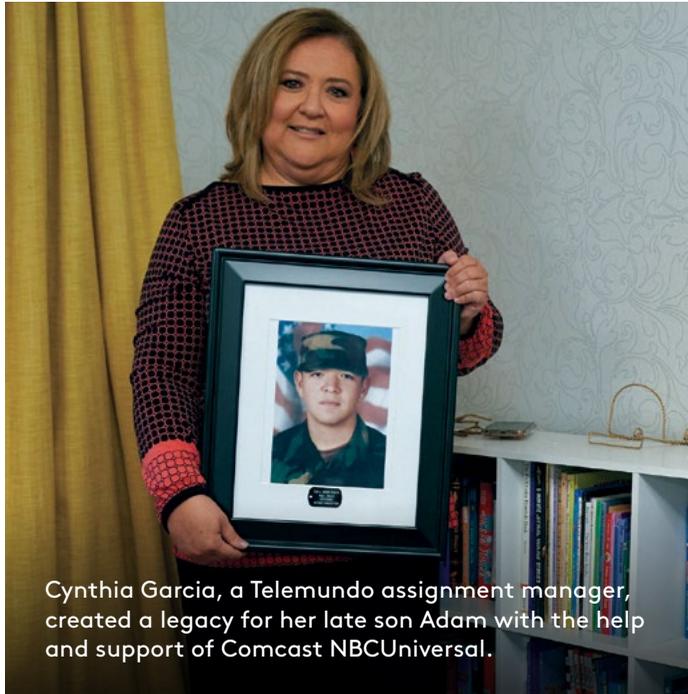
“The Female Forward program doesn’t just give talented female directors new opportunities,” says Katz. “It sets talented female directors up for success, giving them a chance to change their career trajectories.”

The inaugural 2018 Female Forward program was so successful that eight of the 10 participants were invited back to direct even more episodes.

Kim Nguyen and SJ Main Muñoz, from the program’s second class, directed episodes of *Brooklyn Nine-Nine* and *Chicago Med*, respectively, and were excited to see their programs air in the 2019–20 season.

“NBC’s Female Forward is crucial in creating opportunities for emerging female directors like me to begin their professional careers in television,” says Main Muñoz, an award-winning director, writer, and producer who is especially passionate about increasing Latino representation in film and on TV.

Our Alternative Directors Program is the television industry’s first pipeline program for directors of unscripted TV shows. Launched in 2018, the initiative gives experienced female and ethnically diverse directors the opportunity to expand their repertoire of alternative formats (i.e., unscripted and late-night shows) and complex directing styles, with the ultimate goal of hiring them as show directors on an NBC or Universal Television unscripted program. Two directors from the inaugural class were hired for their first directing roles on NBC alternative shows.



Cynthia Garcia, a Telemundo assignment manager, created a legacy for her late son Adam with the help and support of Comcast NBCUniversal.

Building Supportive Communities for Veterans and Their Families

Cpl. Adam Garcia was just 20 years old and serving in Iraq when he was fatally wounded. He had once told his parents that he didn't fear war; he feared not being remembered.

"I promised him that wouldn't happen," says his mom, Cynthia Garcia, a Telemundo assignment manager in Dallas-Fort Worth.

In the hours after Adam's 2006 injury, his family flew to a military medical center in Landstuhl, Germany, where they were given a suite at the local Fisher House, a network of

"homes away from home" that provides free lodging and support for military families when a loved one is hospitalized. As his parents sat by his hospital bed, making agonizing decisions with doctors, Adam's 12-year-old sister, Danielle, stayed behind at the Fisher House with a babysitter. But her mom still recalls the young girl's boredom: "There's nothing for kids to do here," Danielle told her.

More than a decade later, Cynthia put in motion a solution. As a member of Comcast NBCUniversal's local Veterans Network (VetNet) Employee Resource Group (ERG), she was searching for a new project to support. Cynthia had an idea that had been percolating for some time: create a child-friendly space at the Dallas Fisher House. Together, the VetNet team set up a cozy nook, complete with beanbags, a small table, a library of donated books and DVDs — and a photo of Adam, in uniform, on the wall. The space was named "Adam's Corner."

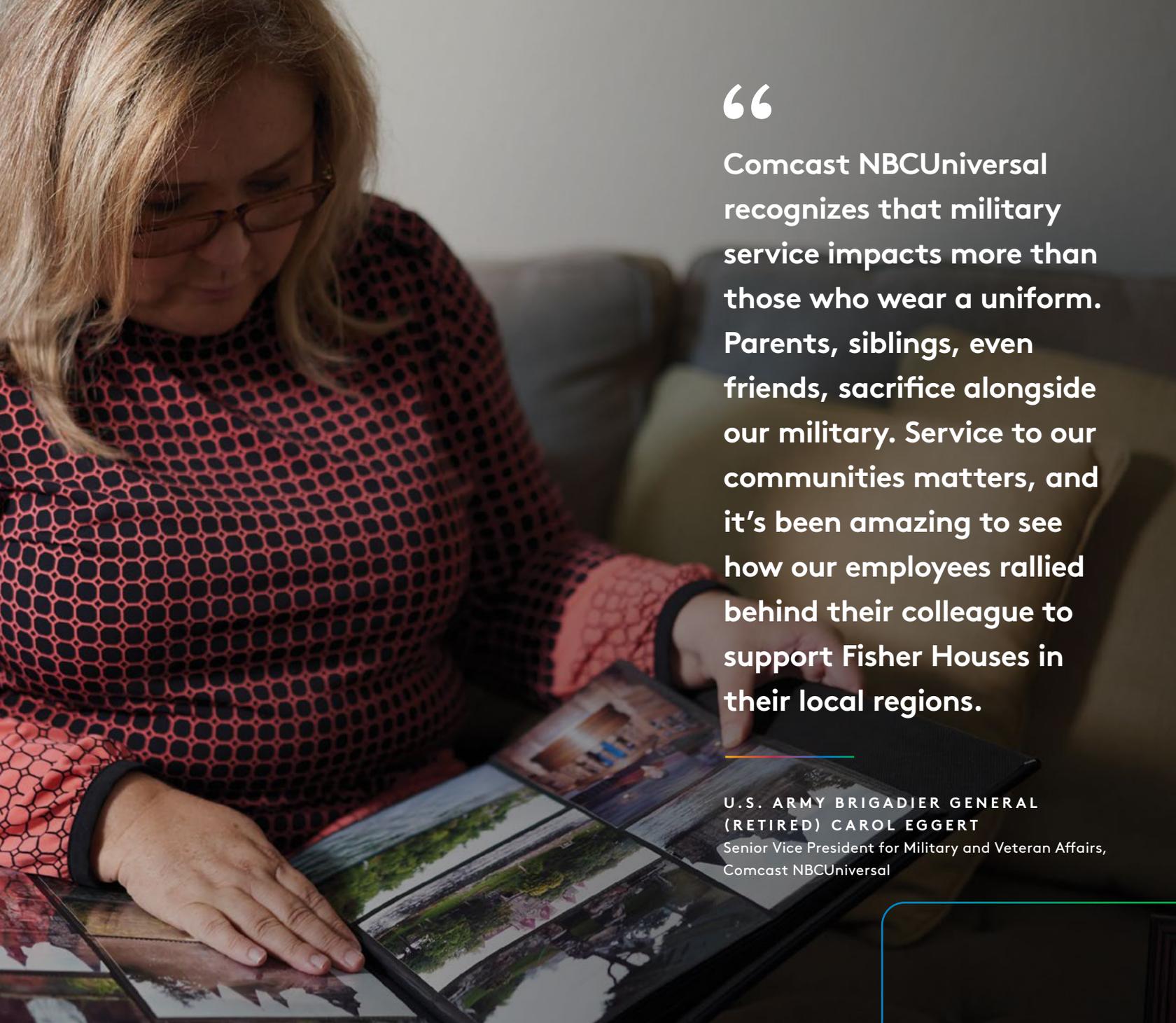
While attending our annual Military Influencer & Leader Development Symposium, Cynthia shared the story of her tragic loss — and the inspiration for Adam's Corner — with executives and VetNet champions at Comcast headquarters. With support from the company, other regional VetNet chapters took up the cause. Today, Adam's legacy lives on in nine Fisher Houses across the country, with more installations planned.

"We are humbled that Cynthia and her family chose to channel their grief into comforting spaces for children who are going through traumatic events," says Ken Fisher, Chairman and CEO of the Fisher House Foundation. "Comcast NBCUniversal enthusiastically rallied behind Adam's Corners, and we are grateful for their assistance in helping us scale this program to serve more families."

Our company has had a longstanding commitment to the military community, which includes current and former service men and women and their families. We are hiring 21,000 members by the end of 2021, supporting military community organizations, expanding broadband adoption for low-income veterans, and delivering special product offers for military customers.

Cynthia often visits the Dallas Fisher House to see if the very first Adam's Corner needs more supplies.

"I promised Adam he would not be forgotten — and because of the help of a lot of people, his name is living on," she says. "I'm so grateful for the company I work for and for having such a wonderful ERG group that invests in military community employees."



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Comcast NBCUniversal recognizes that military service impacts more than those who wear a uniform. Parents, siblings, even friends, sacrifice alongside our military. Service to our communities matters, and it's been amazing to see how our employees rallied behind their colleague to support Fisher Houses in their local regions.

U.S. ARMY BRIGADIER GENERAL
(RETIRED) CAROL EGGERT
Senior Vice President for Military and Veteran Affairs,
Comcast NBCUniversal

2019 Military Support

40+

military community support organizations and events sponsored

50+

public speaking engagements on veteran issues, including military hiring

13.8K

employees who participated in veteran-related service projects

\$9.5M

allocated in public service announcements for military community support organizations

9.5K

members of the Veterans Network



A team of Sky employees participates in an outdoor beautification project in Germany.

Building a Better World

Sky believes in building better lives, better communities, and a better world. 2019 marked Sky's first full year as part of the Comcast NBCUniversal family.

With storytelling and technology, Sky builds better lives by connecting customers to world-class news and arts, telling stories that need to be heard. Like Comcast NBCUniversal, Sky also strives to make its products and services accessible and provides tools to protect children when they're online and to help families make decisions about what to watch.

Sky builds better communities by creating opportunities for young people and has set a goal of broadening horizons for 250,000 youth by 2025 by having them participate in Sky programs. Each year, for example, Sky gives over 30,000 schoolchildren in the U.K. and Italy inspiring opportunities through Sky Academy, provides exposure to media careers, and offers training opportunities to help young people from underrepresented backgrounds break into the industry. It's

crucial that we give back to our communities. In the first year of Sky Cares, which launched in 2019, our employees volunteered 15,000 hours toward helping the homeless, alleviating loneliness, supporting young people, and caring for the environment.



Comcast NBCUniversal acquired Sky, Europe's leading media and entertainment company, in 2018.

Sky builds a better world through its commitment to environmental sustainability.

"We've always gone above and beyond to do our part for the planet. But now we're going even further with our new goal to be net zero carbon by 2030," says Jeremy Darroch, Group Chief Executive Officer of Sky. "Our climate's in jeopardy, and we know that the next years will be critical in the fight against climate change. It has to be now."

In 2006, Sky was the first media company to go carbon neutral for its own operations, cutting emissions and offsetting the rest. Sky's new 2030 target will make it a net zero carbon company across its full value chain — a full 20 years ahead of the legislated target date for all of the U.K. To achieve this, Sky plans to cut the emissions created across its supply chain, operations, and products by at least 50%, and will plant trees, mangroves, and seagrass to absorb and offset the emissions that remain.

In line with this commitment, Sky is making all of its technology products more energy efficient, developing sustainable film and TV studios, and creating a zero-emission fleet of vehicles. All of Sky's original productions, shows, and films will be net zero carbon as well. Sky also plans to use its voice and platform to advocate for change and to explain the issue of climate change and why it's so important to change behavior.

And because the ocean plays a critical role in carbon absorption, the Sky Ocean Rescue initiative will continue to raise awareness and drive progress toward restoring ocean health through the reduction of single-use plastics.

Learn more about all of Sky's efforts on its [website](#) and in its [Bigger Picture Impact Report 2019](#).

SKY'S BIGGER PICTURE GOALS



Better lives

120 million people with free and easy access to robust and independent journalism



Better communities

250,000 young people from all backgrounds with broader horizons by 2025



Better world

Net zero carbon by 2030, reducing emissions by at least 50%

Building More Sustainable Operations

By the end of 2020, we will have on-site solar installations powering a portion of the operations for each of our business units: Comcast Cable, Comcast Spectacor, NBCUniversal, and Sky.

At Comcast NBCUniversal, we are committed to reducing emissions and operating a more sustainable business. One of our aspirational goals is to operate all of our businesses with 100% renewable energy. We take a holistic approach to meeting our renewable energy needs, with tailored solutions for everything from powering our network to lighting our production studios.

“Different energy strategies are needed for our various locations,” says Susan Jin Davis, Chief Sustainability Officer for Comcast NBCUniversal. “We are choosing solutions based on what will make the biggest difference location by location, whether that’s on-site solar, green tariffs, renewable energy supply contracts, or a combination.”

Where possible, we use on-site solar power. For example, we have nearly 1,400 solar panels on the roofs of four sound stages at the Universal Studios Lot in Los Angeles. Universal Pictures’ *Us* was filmed on these stages, as well as the *Saved by the Bell* revival, which will air on our Peacock streaming service. The Universal solar project, coming online in 2020, is expected to generate enough power to provide about half

the annual energy needs of the stages and their connected office buildings, reducing carbon dioxide (CO₂) emissions by approximately 652 metric tons each year. Our new Sky studios complex in Elstree, U.K., expected to open in 2022, will also include solar panels to help power its sound stages with renewable energy.

In addition, Comcast completed a 760-panel rooftop solar installation at our multipurpose facility in Washington D.C. The system will reduce approximately 272 metric tons of CO₂ in the regional electricity grid — equivalent of 37 homes’ worth of electricity. Comcast also completed a 100 kilowatt ground-mounted, on-site solar system at our headend¹⁰ critical facility site in Chico, Calif.

Due to space constraints, building design, or heavy energy demands, large-scale on-site solar projects aren’t always the most effective or practical solution. So, we work together with third parties and utilities to pursue offsite renewable energy projects. For example, in 2019, we enrolled in Portland General Electric’s Green Future Impact program. Our participation is supporting the development of a new solar facility in Oregon that is scheduled to come online by the end of 2021. And the electricity generated by the solar facility will help to power our operations in the region with clean energy.

Additionally, Comcast has started renewable energy supply agreements in California and Illinois. Beginning in 2021, Comcast will receive 100% renewable power for more than 50 large facilities in California. In Chicago, 100% renewable energy is already serving a portion of our facilities and network. We are also working hard to advance energy efficiency across our operations by reducing our overall energy use whenever possible. For instance, in the Baltimore/Washington D.C. area, we invested more than \$1.2 million to convert approximately 30 sites to LED lighting.



A view of the nearly 1,400 solar panels on the roofs of four sound stages at the Universal Studios Lot in Los Angeles.

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



Thank You, David L. Cohen

Our company values are a reflection of our culture and our employees. For nearly 20 years, David L. Cohen has been a driving force behind our community impact and diversity and inclusion efforts in his leadership role for the company and especially as Chief Diversity Officer. In light of David's recent transition, the entire Comcast NBCUniversal family would like to acknowledge the tireless energy, creativity, and passion he brings to our company, and, more importantly, to the communities and people we serve. We all look forward to building on David's leadership and vision and to creating an even brighter future for us all.

Our state-of-the-art, 60-story Comcast Technology Center achieved double LEED Platinum certification (for new buildings) from the U.S. Green Building Council — the highest-level certification for an environmentally friendly workplace. In addition, the neighboring Comcast Center achieved LEED v4 Gold certification for Operations and Maintenance (for existing buildings) — the first building in Philadelphia to achieve this certification. Both buildings are energy efficient, collect and reuse rainwater, and employ renewable energy certificates and carbon offsets to reduce their carbon footprints.



comcastcorporation.com/valuesreport

