

# Best Practices for Building an Inclusive Culture



**A resource created by  
broadcasters, for broadcasters.**

First Edition | November 2024

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# Summary

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Census data and studies by other research organizations and academic institutions show that the nation's communities and markets are diversifying at a faster pace than expected.

Diversity is a fact of everyday existence. It permeates all aspects of our lives and shapes our experiences, perspectives and interactions. The markets served by U.S. broadcasters comprise myriad cultures, languages, beliefs and world views. This tapestry creates challenges and opportunities for connecting with audiences and various customer segments.

## **Ensuring an inclusive and diverse workforce is critical to a strong organizational culture.**

Culture is an organization's personality – a combination of the beliefs, values, norms, behaviors and expectations that define its identity and internal standards of behavior. An organization's effectiveness in pursuing its mission is inextricably tied to culture, which influences marketplace success. Culture is interwoven with other factors, such as strategy, structure, leadership and high-performance workplace policies and practices, to achieve success.

Another critical factor in shaping organizational culture is psychological safety, an environment in which people feel comfortable sharing their ideas and feelings without fear of adverse consequences. It is the confidence that individuals – regardless of who they are – will not be penalized or demeaned for offering divergent opinions, sharing novel ideas, asking questions or making mistakes.

A psychologically safe environment fosters open communication, learning, collaboration and innovation, resulting in higher individual performance and overall organizational success. It is essential in a culture where every person feels valued, respected and empowered to contribute at their highest level.

Interweaving psychological safety with efforts to build an inclusive community allows employees to feel comfortable being themselves because they know their diversity is a welcome component of the workplace environment. Studies show that a commitment to an inclusive workplace culture can help to improve productivity, stimulate innovation, enhance marketing outreach and drive down costs.

This is a collection of best practices that have been tested by broadcasters in various markets – from small to large – and provides structured ideas and techniques for broadening your efforts to provide an inclusive organizational culture. Not every idea will work in every market or for every broadcaster. However, they are practical strategies that any station, regardless of size or region, can consider. They have been grouped into four categories: **building a diverse team, content that reflects the communities we serve, fostering an inclusive workplace and measuring success.**

Discussing these ideas with members of your team can lead to more dynamic brainstorming efforts, where collective wisdom can be harnessed to generate creative solutions and help to create a common language for those earlier in the process.

# I. Building a Diverse Team

## Recruitment: Broaden your reach.

- Partner with [diverse professional organizations](#), utilize inclusive job boards that prioritize women, veterans and people with disabilities and attend job fairs at historically Black colleges and universities (HBCUs), Hispanic-Serving Institutions (HSIs) and community colleges.
- Rewrite job descriptions with inclusive language that incentivizes diverse candidates.
- Develop paid internship and career programs.



TEGNA's producer-in-residence program for graduating college seniors is designed to develop the next generation of broadcast and digital producers for newsrooms. This two-week producer boot camp is followed by a two-year, full-time producer position at a local station and gives graduates ownership of a show.



Image description: A large group of students wearing black t-shirts pose in front of a large orange screen with the words TEGNA Innovation Summit and an abstract design.

**Unconscious Bias Training:** Raise awareness surrounding prejudiced attitudes, which can result in a more inclusive culture and ethical news gathering.

- Provide hiring managers and staff with **unconscious bias** training to identify and mitigate subconscious prejudices in the hiring process and keep it out of news coverage.
- Hire credible and experienced professionals to conduct training and facilitate any follow-up conversations.
- Keep training consistent and ongoing so the information is top of mind and available for new employees.



Bonneville received positive feedback from its employees on their unconscious bias training, which included self-guided sessions and 12 small group, peer-facilitated discussions or “team talks” focused on three pillars – identifying bias, connection and taking action.

**Mentorship Programs:** Increase productivity and engagement, improve leadership skills and develop future leaders and decision makers.

- Establish mentorship programs that connect experienced professionals with underrepresented talent, fostering career development and retention.



Cox Media Group implemented a successful mentorship program designed specifically for sales professionals. Through this initiative, middle managers were paired with directors and vice presidents across the company’s radio and TV markets. The primary goal was to empower these middle managers by helping them build a professional network and boost their confidence as emerging sales leaders.

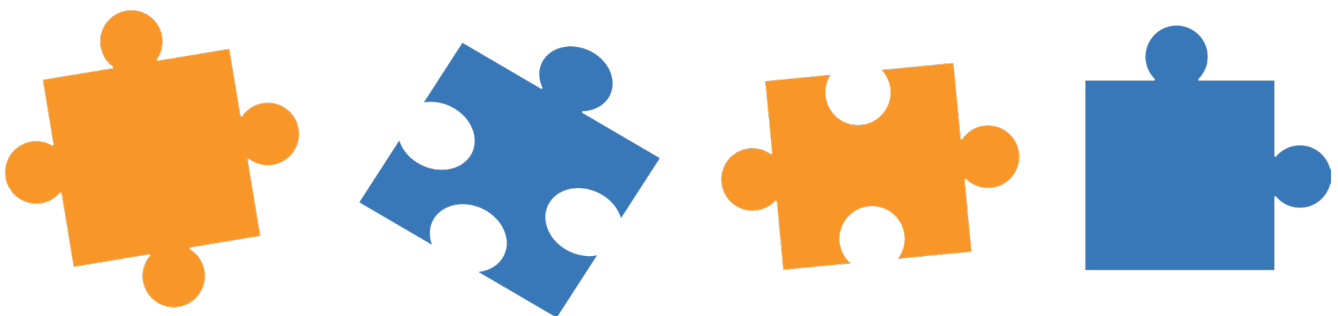


Allen Media Group’s WAAY 31 station developed a mentorship program that connects employees with industry leaders who share similar backgrounds. This initiative aims to provide employees with valuable insights and guidance from experienced professionals outside the station, fostering professional growth and expanding their perspectives.

- Ongoing training for managers on how to be a better leader can improve employee relationships, especially for providing and receiving feedback. In addition to mentorship programs, invest in external professional development opportunities to help employees access training and resources for skill advancement.
- In addition to mentorship programs, invest in external professional development opportunities to help employees access training and resources for skill advancement.

“ The NAB mentoring program pairs rising talents from coordinator to director levels with senior executives starting from vice president level and above. Participants engage in monthly sessions featuring internal or external speakers on topics like managing up, presentation skills and project management. The program culminates in a capstone presentation where participants pitch ideas directly to the CEO and senior executives, with many of them implemented post program. Its aim is to empower participants to leverage their skills for both personal growth and organizational advancement within NAB.

– Michelle Duke, chief diversity officer, NAB, and president, NAB Leadership Foundation



**Remove Accessibility Barriers:** Remove obstacles so that persons with disabilities can have the same experiences as others.

- Conduct routine audits on your website, job board and other digital sites to ensure the information is accessible. Many electronic job boards that have poor digital accessibility features exclude those who may have vision issues or limited mobility functions.
- Make the effort to install or implement reasonable accommodations essential to persons with disabilities. The absence or availability of a wheelchair ramp, automatic door or assistive technology such as Braille devices can be the sole deciding factor on whether someone can work at your company.
- Removing accessibility barriers can also be worth the investment for employees who may benefit from more accessibility in the future.



NAB and the NAB Leadership Foundation hosted a panel session where experts highlighted innovative approaches to overcoming barriers faced by individuals with disabilities during the Workforce and Inclusion Forum in September 2024. One expert shared that it is important for people with disabilities to be represented in leadership positions to ensure that decisions are made with accessibility and inclusion top of mind.

## II. Content that Reflects the Communities We Serve

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**Diverse Storytelling:** Seek out and develop stories that showcase a variety of voices, experiences and backgrounds.

- Be deliberate and seek out stories that resonate with the communities you serve.



Bonneville launched a diverse community board which meets with TV and radio content leaders and general managers quarterly. Their website allows diverse community members to share their local stories.



iHeartMedia's "Next Up" program brings diverse voices to the podcast ecosystem through a six-month training program for people from all backgrounds that have a creative podcast.



“ PBS KIDS is committed to making sure all children in America see themselves authentically represented in our content. This has been part of the DNA of public broadcasting from the beginning, when shows like ‘Sesame Street,’ ‘Mister Rogers’ Neighborhood’ and ‘The Electric Company’ broke barriers around diverse representation in children’s television.

– Sara DeWitt, senior vice president and general manager, PBS



Image description: A group of Sesame Street characters including Big Bird, Cookie Monster and Elmo pose next to the words “See Us Coming Together” for an advertisement graphic.

- Run announcements on the air, vignettes and public service announcements (PSAs) focused on topics of diversity, equity and inclusion.



Kensington Digital Media, a group of radio stations in Tennessee and Indiana ran announcements and vignettes on the benefits of diversity and inclusion during diversity, equity and inclusion (DEI) month.



NBC affiliate station KHQ developed “Finding Home,” a bimonthly, one-hour radio series focused on issues facing “New American” immigrants settling into New Hampshire. In 2022, they created “Race Class,” a monthly radio series hosted by Arnie Arnesen and Boston University law professor Jonathan Feingold exploring issues of race and racism in American society.

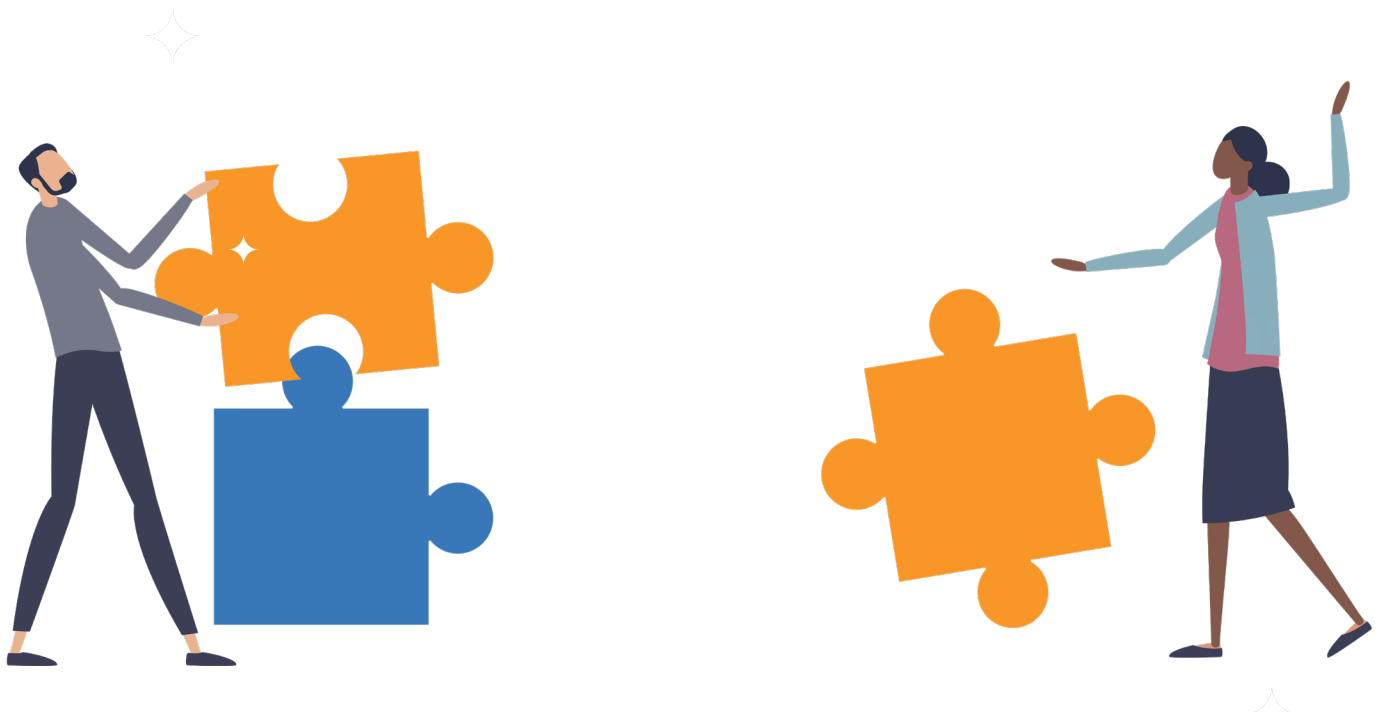


## Diversify Your Team: Ensure that your staff reflects the diversity of the communities you serve.

- Seek Census Bureau data to understand the demographics of your audience and when building teams, prioritize all team members and on-air personalities that reflect the demographics of your audience and the stories you tell.
- Create a **DEI committee** for the news operation to make sure diverse perspectives and communities are represented in journalism.
- Rethink rather than retrofit your organizational structure and culture to ensure diverse points of view are represented at every level. This will create a sense of belonging that allows each employee to be productive and teams to operate more effectively.



When aiming to diversify its leadership team, iHeartMedia developed career frameworks that included levels and skills for each role.



**Cultural Sensitivity:** Provide cultural sensitivity and awareness education and training to ensure respectful and authentic on-air representation and a work environment that promotes inclusion.

- Include **cultural sensitivity training** as part of your onboarding process to create psychological safety, boost innovation and foster empathy among co-workers.
- Review and update your education and training tools regularly to ensure they're always relevant. Make sure it fits the way your workforce likes to learn, whether it's through PDFs, training modules, in-person discussions, videos, individually or through a collaborative learning approach.



Starting in 2021, the E.W. Scripps Company launched an annual EDI Symposium, a weeklong event featuring internal and external speakers talking to employees about topics related to equity, diversity and inclusion.



WBHM offered a five-part series of diversity education courses to their staff to create a baseline understanding about diversity and inclusion topics.



Gray Television found that ongoing training is key for managers and developed a customized training program for its employees centered on diversity. To create a cycle of continuous improvement, they created discussion groups of employees with diverse backgrounds and experiences to brainstorm ways the company can act for a more inclusive and respectful career experience.



It is not only important how you present training to your employees, but also give them a heads up and prepare them for what to expect. We start off with a pilot of volunteers that watch the trainings and fill out a questionnaire to ensure employees are engaged in the process.

– Jan Goldstein, senior vice president, Human Resources, Gray Television

- Leverage NAB's [Awareness in Reporting toolkit](#) to learn the tools needed to meet the growing challenges of covering stories that involve sensitive topics such as race, ethnicity and religion.

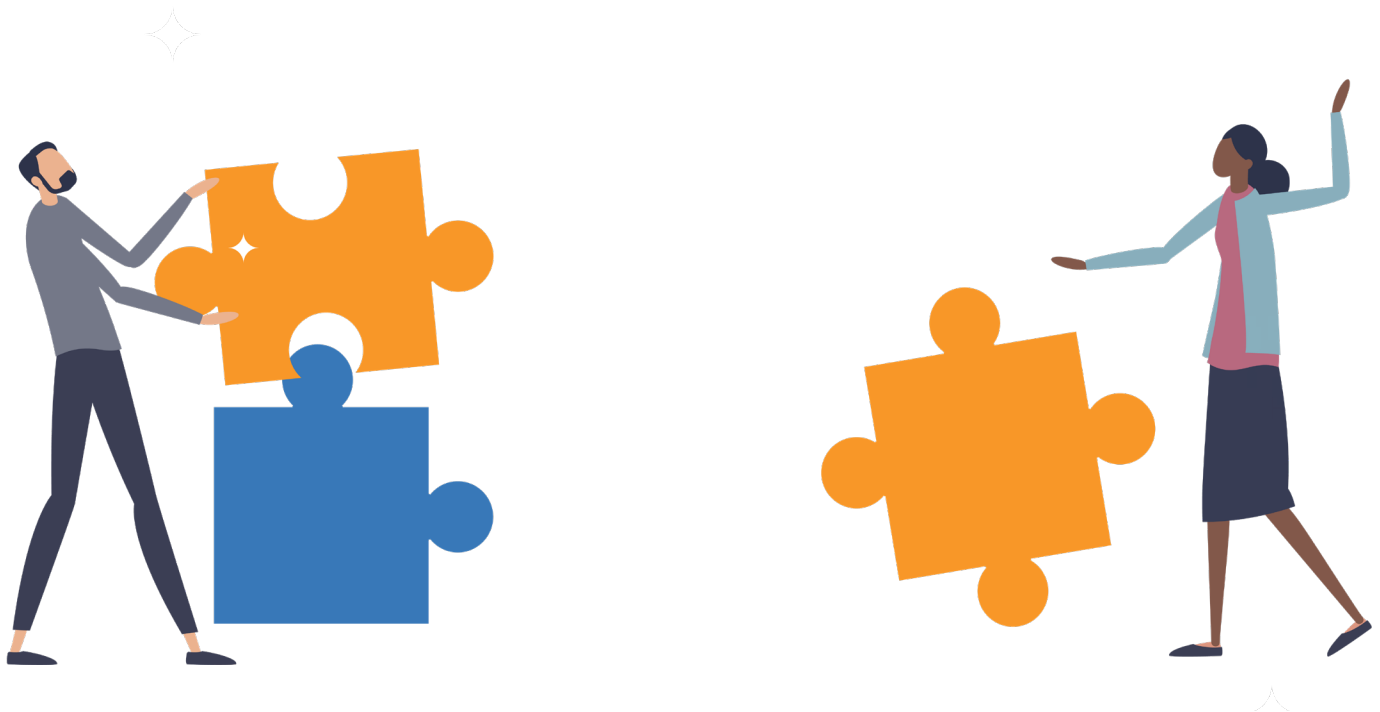
**Supplier Diversity:** Hire diverse-owned businesses, suppliers and vendors to drive innovation, improve the quality of work, drive down costs by inviting competition and make an impact in the communities where you do business.

- **Supplier diversity** is one of the most effective strategies to create a more equitable and inclusive economy. Implement a supplier diversity program that aligns with your business goals to keep your leadership engaged and invested.
- To support the growth and success of diverse-owned businesses, establish best practices and equip them with resources, tools and mentorship opportunities.



NBCUniversal offers recurring information sessions through workshops and webinars for businesses interested in working with them and learning how to become a certified diverse-owned business.

- Actively seek and engage diverse suppliers through partnerships with community organizations. You can look to these third-party certification organizations across the U.S. to verify that companies meet the diversity criteria in ownership, operations and control:
  - [National Minority Supplier Development Council \(NMSDC\)](#)
  - [Women's Business Enterprise National Council \(WBENC\)](#)
  - [National LGBT Chamber of Commerce \(NGLCC\)](#)
  - [National Veteran Business Development Council \(NVBDC\)](#)
  - [Disability:IN](#)



### III. Fostering an Inclusive Workplace

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**Building Community:** Encourage the formation of **employee resource groups (ERGs)**, **business resource groups (BRGs)** and **affinity groups** that provide support, networking opportunities and a space for open dialogue for diverse employees.

- ERGs, BRGs and affinity groups provide opportunities for employees who share a common identity to support each other, and they also provide access to key decision makers.



Hearst Television (HTV) empowers their employees to participate in ERGs so that they can foster an atmosphere of respect, openness and new ideas. They have ERGs that are company wide, at the corporate level and specific to HTV.

- ERGs and BRGs can provide opportunities to prioritize a diverse and inclusive culture through a variety of initiatives, from workshops and training to educational programs, brand management and onboarding support.



TelevisaUnivision, Cox Media Group (CMG) and the E.W. Scripps Company have employed this approach successfully, ensuring that DEI principles are core to their businesses, not merely an add-on.



TelevisaUnivision leveraged their ERGs to cultivate a culture of inclusion and belonging through their onboarding “buddy” system. Through this initiative, ERG members connect new hires to senior leaders and colleagues in different departments and serve as a resource through the onboarding process.



At TelevisaUnivision we ensure that our sales teams and partner solutions team engage with our ERG leaders to come up with innovative marketing ideas and solutions. Our ERGs take part in focus groups to deliver the best product for our clients. They are our best brand ambassadors at the end of the day.

– Diana Diaz Delgado, vice president, DEI, TelevisaUnivision

## Open Communication: Facilitate open communication channels and feedback mechanisms to address employee concerns and ensure inclusivity.

- Conduct a staff **DEI survey** and/or a staff engagement survey. Administering these surveys conveys a strong message to your employees about organizational commitment and can result in positive feelings about the quality of decision-making, opportunities for growth and relationships between managers and colleagues.



Audacy measures their diversity and inclusion goals and initiatives through their annual employee engagement survey.



We are coming up with action plans, each location has an engagement team and every single engagement team moving our initiatives forward has a DEI liaison.

– Stephanie Taylor, vice president of Benefits, Compliance and Talent, Audacy

- Create a sense of community through **psychological safety**. This means team members must feel included and accepted; they must feel free to learn and gain experience; they must feel that their contributions and ideas matter; and they must feel empowered to change the status quo.



- Create a learning culture that supports an open mindset among colleagues, independent pursuit of knowledge and shared learning experiences that support the organization's mission and goals.



Hearst TV hosts workshops at stations to foster mainline exposure to diversity and inclusion topics and facilitate breakout sessions with producers to delve deeper into how unconscious bias may present itself in the newsroom.

**Flexibility:** Offer flexible work arrangements to accommodate diverse needs and lifestyles, promoting work-life balance and fostering a more inclusive environment that is also amenable to those with disabilities.

- Avoid generalizations about the needs of your employees. Around the world, 1 billion people live with a disability. That is 1 in 7 people. While some disabilities are visible, others – including chronic illnesses, food allergies, eating disorders and mental health issues, among other conditions – are not as obvious to onlookers.
- Figure out how to help your team members succeed in their role and adopt a personalized approach that is tailored to each employee’s needs and ensure they have equal opportunities and access to the right resources.
- Adopt inclusive policies and practices around disabilities and accommodations that foster an inclusive community that offers peer support and is mindful when planning employee events and gatherings.

“ Issues around disability and the **neurodiverse community** have been areas of concentration for us, as is true I think for other companies. We want to make sure we are as inclusive as possible and host sessions that address this topic.

– Danyelle Wright, vice president and chief diversity and inclusion officer, The E.W. Scripps Company

## IV. Measuring Progress

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**Set Diversity Goals:** Establish clear and measurable diversity targets for hiring, talent and content creation.

- Successful diversity initiatives require that senior leaders articulate goals, set expectations and hold those at all levels of the organization accountable for achieving objectives. This means establishing cascading goals at the highest levels and developing benchmarks for quantifying success throughout the rest of the organization.



Each employee at NHPR is held accountable for integrating diversity and inclusion values into all aspects of the organization’s work, policies and practices.





**Data Collection:** Track demographics of your workforce, on-air talent and content to monitor progress towards your goals.

- Develop a **DEI scorecard** to capture key performance indicators and demographic information. This scorecard can be used to develop annual strategic objectives while providing current information to ensure a balanced workforce is achieved and maintained.
- Conduct an **employee turnover analysis**. A high turnover rate could indicate problems in your office environment and cost you money. According to some estimates, the cost of replacing a skilled technical or professional employee can be as much as 150% of the annual salary. Using turnover cost calculators can help identify what the total cost of attrition is for your company.
- Conduct a **pay equity audit** to identify salary inequities and determine whether factors such as race and gender appear to influence compensation. The purpose is to ensure that employees who do similar work are compensated comparably. This can help attract, engage and retain a diverse, talented workforce.

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**Conduct Regular Check-ins:** To assess the effectiveness and progress of your initiatives around inclusive culture, you must conduct regular check-ins and make adjustments as needed.

- Understand why people come to work for you, why they stay and why they leave. Employees shape their views of the company largely based on the relationship with their supervisor.
- Help managers learn to better lead diverse teams. A company's reputation as an employer of choice is based mainly on its individual managers' leadership skills.
- Weave in the regular organizational culture check-ins into your organization's **performance check-in** process. Ask questions related to your organization's inclusive culture initiatives and performance and ask your managers to share feedback with the leadership team. Evaluate what is and isn't working.



# Glossary of DEI Terms

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**Affinity Group** is an informal, voluntary and diverse employee-led team without direct ties to an employer's DEIB agenda. Their members may have common interests, like art or mountain climbing. A few examples can be a softball league, travel club, book club, toastmasters and running club.

**Business Resource Group (BRG)** is a voluntary, employee-led group that works to achieve a company's goals by fostering a diverse and inclusive workplace. BRGs often collaborate with business departments to address specific business needs related to diversity and inclusion. BRGs may comprise employees from various backgrounds who share a common business interest, not necessarily a personal or demographic characteristic like ERGs. A few examples can be a DEI committee, leadership circle, mentorship group and a wellness committee.

**Chief Diversity Officer** is a top executive and part of the C-suite in an organization. They are strategic partners in guiding the vision of the company and more than just enforcers of compliance and regulation, the role helps guide diversity, equity and inclusion (DEI).

**Cultural Sensitivity Training**, also known as cultural awareness training, is a psychological technique that helps people understand and appreciate different cultures. It can help people act in ways that value each culture, even if their background is different from others.

**DEI Committee** is a group of employees from across an organization who work to promote a culture of DEI, and to ensure that the organization's diversity is reflected in its mission. DEI committees are often involved in:

- Explaining, promoting and encouraging DEI objectives.
- Identifying areas for improvement.
- Prioritizing an inclusive working environment.
- Identifying systemic inequities.
- Improving the organization's workplace culture.

**DEI Score Card** is a tool that helps organizations set and track their progress towards DEI goals. A scorecard can include data points such as:

- Gender
- Race
- Disability
- Veteran status
- Ethnic, gender and racial bias training
- Underrepresented candidates
- Leadership positions held by employees of color

**DEI Survey** collects information about an organization's diversity, equity and inclusion. This information can help identify strengths and weaknesses in these areas and provide data to make long-term decisions. DEI surveys can include questions about employee demographics, age, gender identity, race, ethnicity, disability status and sexual orientation.

# Glossary of DEI Terms

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**Employee Resource Group (ERG)** is an employer-sponsored or employer-recognized group of employees who share the interests and concerns common to those of a particular race, ethnicity, gender or sexual orientation, and are structured with direct ties to business DEI goals and employment practices in general. A few examples can be women's circles, LGBTQ alliance, working parents' group, young professionals' network, disability advocates, Latinx pride, Black professionals' group and veterans.

**Employee Turnover Analysis** is a process that involves collecting, analyzing and reporting HR data to understand a company's turnover rate. It can help you:

- Identify how many employees leave.
- Understand the reasons why people leave or stay.
- Assess the cost of turnover related to a disruption of business continuity.
- Identify turnover risk associated with current employees.
- Analyze how employees are being retained.
- Identify what employees may be at risk of leaving.

**Neurodiverse Community** is a group of people with various ways of thinking, processing and learning. The term "neurodiverse" originated in the autism community, but has since expanded to include other differences, such as ADHD and learning disabilities.

**Pay Equity Audit**, also known as an equal pay audit or pay parity audit, is a comprehensive analysis of an organization's compensation plans to ensure no pay disparities between employees. The audit examines all aspects of an organization's pay structure, including base salary, bonuses, benefits, job descriptions and responsibilities.

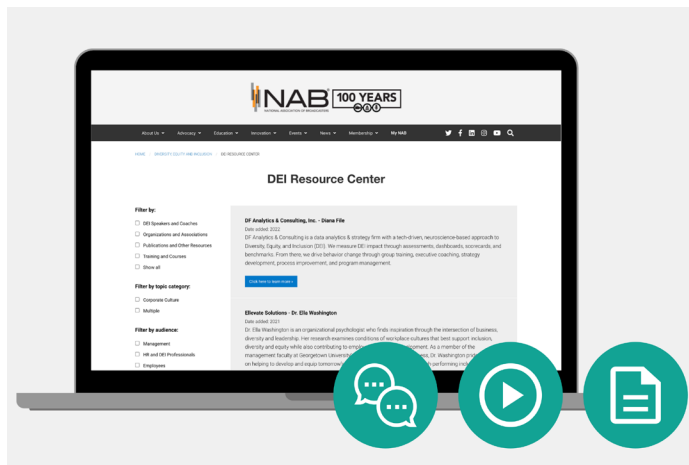
**Performance Check-in** is a regular and informal conversation between an employee and their manager or team leader about the employee's work performance, progress towards goals, challenges and areas for development. These conversations can take place weekly, monthly, bimonthly or quarterly, depending on the organization or individual.

**Psychological Safety** is an intentional act to create a sense of belonging regardless of another's diversity. Inclusion is closely related to psychological safety. To establish psychological safety is to create an environment that allows others to be fully diverse.

**Supplier Diversity** is a business strategy of incorporating diverse-owned businesses, suppliers and vendors into a company's supply chain and business practices. Diverse-owned businesses are companies that are at least 51% owned and operated by members of ethnic minority groups, women, veterans, members of the LGBTQ+ community and people with disabilities.

**Unconscious Bias** is a social stereotype about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

# NAB Resources



[DEI Resource Center](#): The Diversity, Equity and Inclusion Resource Center provides the organizations, consultants, resources and toolkits you need to create conversation, elicit change and seek opportunities for both personal and professional growth.



[Diversity Speaks](#): A series of webinars that share helpful information to build and execute effective DEI strategies and promote an equitable and diverse workforce in the broadcasting industry that is reflective of today's world.



[Awareness in Reporting Initiative](#): A series of toolkits that include a distillation of ideas from broadcast journalists, station managers, news industry leaders and journalism educators among others for meeting the growing challenges of covering stories that involve sensitive topics. These stories can be among the most complicated for stations to cover since journalism can sometimes influence as well as reflect situations and circumstances in a community.

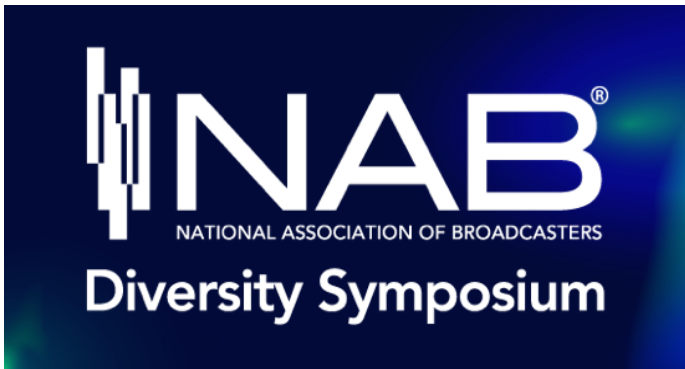


[NAB Leadership Foundation](#): The NAB Leadership Foundation is dedicated to developing programs and opportunities that help build a more innovative, vibrant and strong workforce in broadcasting. The following programs are meant to help develop diverse talent, provide them with hands-on training and foster positive changes in the industry.

- Broadcast Leadership Training
- Emerson Coleman Fellowship
- Media Sales Academy
- Multicultural Program Fellowship
- Technology Apprenticeship Program

# NAB Resources

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[Diversity Symposium](#): The NAB Diversity Symposium is held annually during NAB Show in Las Vegas. This program was created to further NAB’s critical mission of opening opportunities for all, fostering inclusive workplaces and assisting leaders in the industry in meeting future challenges head-on.

Each session is designed to provide media and technology professionals with insights and resources that will encourage them to develop and implement DEI strategies within their respective companies and industries. Industry thought leaders, experts, practitioners and advocates in the DEI space are invited to share their work, expertise and experiences with the NAB Show audience.



[Workforce and Inclusion Forum](#): NAB, in partnership with the NAB Leadership Foundation, hosts an annual Workforce and Inclusion Forum in Washington, D.C., at NAB’s headquarters each fall.

The forum is an exclusive event that brings together the broadcast industry’s human resources and DEI professionals. Together they gain insights from leading experts in HR and DEI, engage in dynamic discussions on emerging trends and share best practices that shape the future of broadcasting. This is an invitation-only event.



# Suggested Further Reading

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Data-Driven DEI: The Tools and Metrics You Need to Measure, Analyze, and Improve Diversity, Equity, and Inclusion, 1<sup>st</sup> Edition. Author: Randal Pinkett. 2023.

DEI Deconstructed: Your No-Nonsense Guide to Doing the Work and Doing It Right. Author: Lily Zheng. 2022.

Diversity and Inclusion Matters: Tactics and Tools to Inspire Equity and Game-Changing Performance, 1<sup>st</sup> Edition. Author: Jason R. Thompson. 2021.

Diversity Intelligence: How to Create a Culture of Inclusion for your Business, 1st Edition. Author: Heidi R. Andersen. 2021.

Employee Resource Group Excellence: Grow High Performing ERGs to Enhance Diversity, Equality, Belonging, and Business Impact, 1<sup>st</sup> Edition. Author: Robert Rodriguez. 2021.

Hire With Your Head: Using Performance-Based Hiring to Build Outstanding Diverse Teams, 4<sup>th</sup> Edition. Author: Lou Adler. 2021.

How to Be an Inclusive Leader, Second Edition: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive. Author: Jennifer Brown. 2022

Inclusion on Purpose: An Intersectional Approach to Creating a Culture of Belonging at Work. Author: Ruchika Tulshyan. 2022.

Managing Workplace Diversity, Equity, and Inclusion, 2<sup>nd</sup> Edition. Author: Rosemary Hays-Thomas. 2022.

The Power of Employee Resource Groups: How People Create Authentic Change. Author: Farzana Nayani. 2022.

Reconstructing DEI: A Practitioner's Workbook. Author: Lilly Zheng. 2023.

# Contributors

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Alabama Broadcasters Association

Alabama Public Television

Alabama State University, WVAS FM

Allen Media Group, WAAY

American Spirit Media, KAUZ

Audacy

Beasley Media Group

Bonneville

Chelsea Community Radio, KOOL 96.9 FM

Classical KING, KING FM

Cox Media Group

Cumulus Media, WISW, WLXC, WNKT, WOMG, WTCB, WBZF, WCMG, WMXT, WWFN, WYNN, WQPD

E.W. Scripps Company

Graham Media Group

Gray TV

Hearst TV

Hearst TV Stations, WIS, WVTM

iHeartMedia

Jonathan Cristian Corporation, WKUL-FM

Manchester Radio Group, WZID

NBC, KHQ, KNDU, KNDO

NBCUniversal

New Hampshire Public Radio (NHPR)

NH News Views and Blues, Inc., WNHN-LP 94.7 FM

PBS

PBS VPM National Public Radio, WCVE

Pee Dee Broadcasting, WCRE-AM/Translator W230AS

Radio Milwaukee, WYMS

Sand Mountain Broadcasting, WQSB 105.1 FM

TEGNA

TelevisaUnivision

Townsquare Media, WTUG, WFFN, WTSK, WALK, WQRR

University of Alabama, WBHM 90.3 FM

WJUS Radio Station, WJUS AM 1310/FM 94.3

WKZK Gospel Radio, WKZK/WYBO

WTBF Radio, WTBF-AM 970/FM 96.3, FM 94.7

# Acknowledgements

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For more information, please visit [www.nab.org/inclusion](http://www.nab.org/inclusion).