

2017

NIELSEN DIVERSITY & INCLUSION ANNUAL REPORT

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FOREWORD

A MESSAGE FROM OUR LEADERS

At Nielsen, our business is predicated upon **people**, their behaviors, choices and insights. As the global measurement and data analytics company providing the most complete and trusted view of consumers worldwide, we take great strides to understand people. As the world becomes more fragmented as a result of demographic shifts, people [or consumers] are changing, and the products and services that appeal to them are, too. Over the past decade, we've seen grocers stock their shelves with products that were once only available at neighborhood specialty stores, and an increase in diverse representation and content on big and small screens. Nielsen fuses science and data so that business can understand the changes happening today, what will happen tomorrow, and how to act on this knowledge to deliver results that matter.

By 2044, the U.S. Census projects that the multicultural population will become the numerical majority, which means that understanding those consumer shifts in preference and changes in purchase and viewing behaviors has never been more important. In order to better understand those shifts, our organization, across all of our areas of operation and at all levels within the organization, must reflect the diversity in the communities where we do business.

We know that the insights we provide are only valuable if they contribute to positive business results. This is why at Nielsen, we invest in the recruitment, development and retention of talent and in programs that support the diverse communities where we work and serve.

Nielsen's results to date prove that leveraging our diversity of talents, skills, experiences and cultural backgrounds makes our company stronger and more useful to our clients and stakeholders. Driven by our values "open, connected, useful, and personal," our third Diversity & Inclusion Annual Report will share an update on our strategic initiatives, metrics, partnerships, results and awards. We hope that this report will serve as both a resource and a call to action, and that global corporations, our clients, community organizations, diverse suppliers and the public will view Nielsen as an example of a company focused on diversity and inclusion in this rapidly changing consumer landscape.



MITCH BARNs
CHIEF EXECUTIVE OFFICER



ANGELA TALTON
CHIEF DIVERSITY OFFICER

DEFINING DIVERSITY AT NIELSEN

Diversity at Nielsen is far more than what you can see; as that is just the tip of the iceberg. We value diversity of thought, experiences, skills and cultural backgrounds.

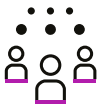
We, therefore, are committed to fostering an environment where the differences in race, ethnicity, color, gender, gender identity or expression, age, national origin, genetics, disability, sexual orientation, marital status, protected veteran status, education and religion of our employees are appreciated and embraced. Our emphasis on respecting and valuing the differences in perspectives and backgrounds ensures that inclusivity is reflected throughout the culture of our company, as well as how we do business.

MISSION AND STRATEGY

MISSION AND STRATEGY

Our Diversity and Inclusion (D&I) mission statement is “to infuse D&I into everything we do.” In 2017, we fine-tuned this mission to be simple yet comprehensive and easily translated into the myriad languages spoken by our 46,000 associates around the globe.

We activate this mission using a five-prong strategic approach toward: leadership accountability, career development, retention, supplier diversity and education. Here’s how we carry out our diversity and inclusion mission across the five prongs:



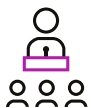
1. ACCOUNTABILITY

Establishing and measuring key performance indicators (KPIs), including workforce representation, promotions, recruitment and retention along with supplier diversity spend. Tracking these KPIs over time to measure progress. We also use a global framework to chart the diversity journey based upon what is more important to reflect an inclusive working environment—the framework focuses on Awareness, Discovery, Understanding, Integration and Realization of goals set locally.



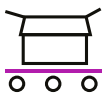
2. CAREER DEVELOPMENT

Providing leadership development, mentoring and sponsorship programs designed to meet the needs of diverse associates to ensure a robust, inclusive and talented pipeline.



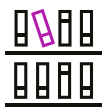
3. RETENTION

Promoting global employee resource groups (ERGs), their voluntary, inclusive outlets allow our employees to hone leadership development skills while focusing on recruitment and retention, community outreach, professional development and community engagement and education.



4. SUPPLIER DIVERSITY

Engaging with diverse suppliers in an effort to help us innovate and grow. Our program uses targeted benchmarks across the organization to increase spend with certified minority, women, LGBT and veteran-owned business enterprises. We also share best practices and offer training and mentoring to participants in our supplier diversity database.



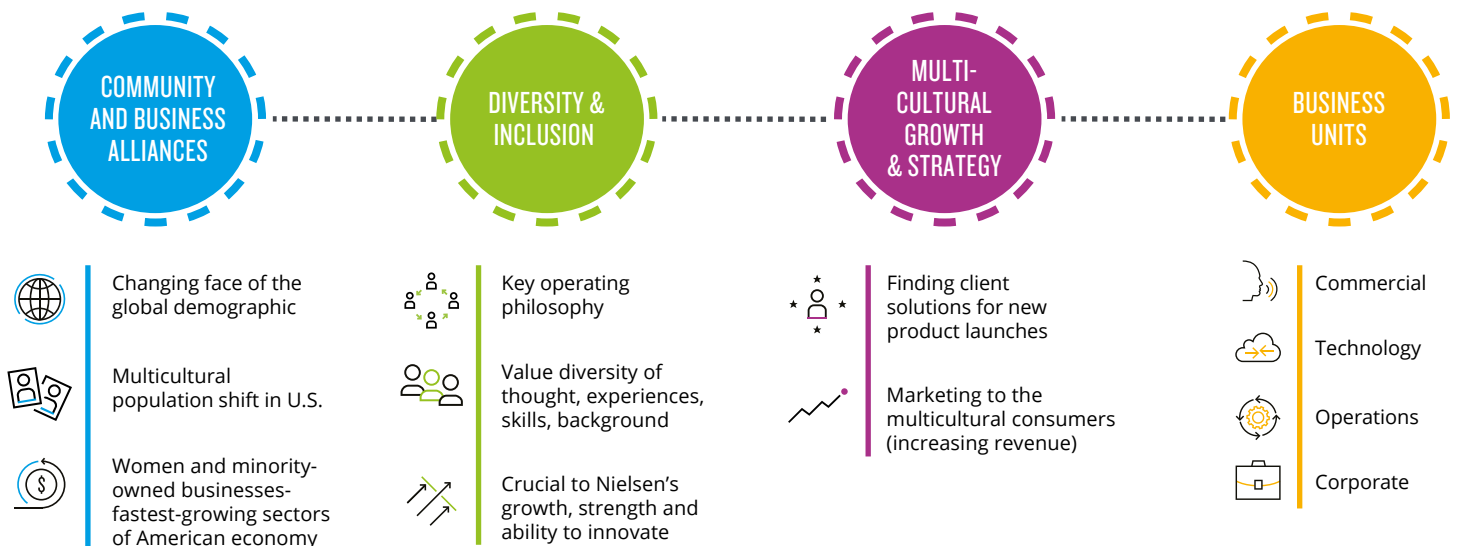
5. EDUCATION

Leading global conversations on population shifts, inclusion, unconscious bias and the power of diverse consumers through thought leadership (search “diverse intelligence series” on Nielsen.com).

This strategy has as its foundation, the Nielsen Experience, where each employee is encouraged to “Be Yourself,” “Make a Difference” and “Grow with Us.” The strategy also sits upon a need to provide all associates Visibility, Access and Opportunity: Visibility means we see each individual employee and their potential, Access means access to information and to our leaders, and therefore, we pledge to provide Opportunity to our employees.

CONNECT THE DOTS VISION

Our Connect the Dots vision illustrates the connection of diversity and inclusion to Nielsen’s overall mission and the need to infuse it into everything we do. We know that the global population is in the midst of tremendous shifts toward greater diversity, and our business relies upon our continued ability to help clients understand these consumers and how to provide the products and services that are more appealing to them. As an organization, we believe that a workforce that is representative of these consumers is not only the right thing to have but also makes good business sense in our efforts to help clients design authentic and culturally relevant products that will appeal to these diverse consumers. Beyond representation, however, we strive to educate our leaders on the value of diverse perspectives, so that they weave our D&I philosophy into their everyday decision-making processes, helping create a culture of inclusion.



STRATEGIC FOCUS

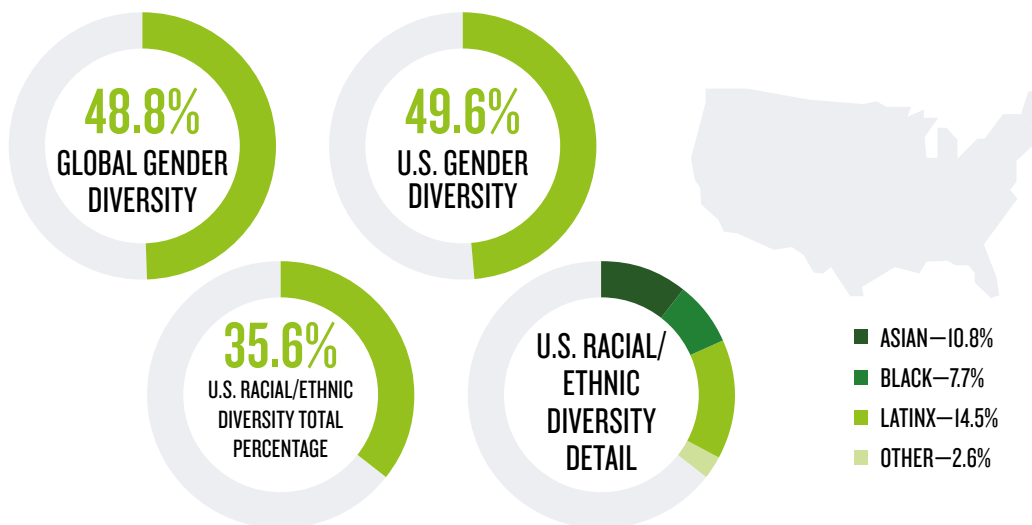
LEADERSHIP ACCOUNTABILITY: WORKFORCE DEMOGRAPHICS

WORKFORCE DEMOGRAPHICS FOR NIELSEN

Having launched a strategy to infuse D&I into everything we do in 2012, which began with a focus on accountability, in 2017 we see the “Connect the Dots Vision” moving the needle in terms of workforce diversity globally. Our programs, initiatives and investments have resulted in increased diverse representation, retention, movement and developmental opportunities for employees throughout Nielsen. Diversity drives innovation, and innovation is the key to growth, so these efforts are a foundational part of how Nielsen operates.

Since 2012, we have partnered with business unit leaders to review their diversity scorecard and take actions to increase diversity in their departments, thereby increasing the accountability of our senior leaders to D&I KPIs, a key pillar of our five-prong D&I strategy. Since 2015, we have mandated diverse candidate slates for recruiting in the US (we will launch diverse slates globally in 2018). Since 2013, we have invested in the Diverse Leadership Network, since 2016 a sponsorship program and since 2016 employee forums to increase development and retention.

NIELSEN’S 2017 DIVERSITY SCORECARD:



A key metric that we track is our senior leadership representation. Globally, our female representation is 33.8% higher than other global companies where percentages of females in senior management range between 24% and 29%, according to Catalyst, a global nonprofit that advocates for inclusive workplaces for women. This is the case for every market cluster, Lead 33.9%, Growth 32.0%, Emerging 33.3% and Greater China 48.1%, in which Nielsen operates.

KEY D&I TALENT ACQUISITION INITIATIVES

Historically Black Colleges and Universities (HBCUs)

Nielsen recruits at five HBCUs: Howard University, Hampton University, Florida A&M University, Spelman College and Morehouse College. We held several events across these campuses, such as speaker panels, career fairs, info sessions, interviews and classroom visits.



The Nielsen Howard University recruiting team with the winning team from our case competition held at Howard University in February 2017.

United States Business Leadership Network (USBLN)

Nielsen sponsors the USBLN, a national organization that advocates for disability inclusion in workplaces throughout the country. The organization connects our internal associates with resources to help drive disability inclusion, and helps us ensure our workplace stays ahead of the curve on disability inclusion best practices.



Angela Talton speaks on a panel at the USBLN conference.

Out For Undergrad (O4U)

Nielsen sponsors the annual O4U Marketing Conference, which allows us to network with talented LGBTQ college students, who we hope will see Nielsen as an inclusive workplace as they decide where to begin their careers.



Nielsen associates at the 2017 O4U Marketing Conference, for which we served as Diamond Sponsor.

HeroZona

Nielsen co-created HeroZona, a conference that brought together companies like Nielsen, and military veteran job-seekers. This opportunity allowed us to network with both veteran job-seekers and business owners, who sought to become suppliers to Nielsen and other corporations in attendance.



The Nielsen booth at HeroZona's veteran job-seekers' fair.

Hispanic Alliance for Career Enhancement (HACE)

Nielsen is a sponsor of HACE, a national organization dedicated to the employment, development and advancement of all Latino professionals. Through our sponsorship, we are able to network with Latino professionals and display our commitment to cultivating an inclusive workplace for associates of all ethnic backgrounds.



Nielsen associates at the 2017 HACE gala.

GLOBAL INCLUSION

GLOBAL INCLUSION

At Nielsen, we view diversity and inclusion as a global business imperative for a company responsible for measuring what ALL consumers, around the globe, watch, buy and listen to. We do not, however, assume that, as a U.S. headquartered organization, we totally understand the needs of our associates in every one of the 106 countries where we operate. We, therefore, seek to learn from our associates globally, to give voice to their thoughts and needs and to ensure our D&I initiatives are relevant and can be adapted to the needs of the local markets. We start with a framework to learn where each region or country plots on its individual diversity journey. Then we work locally to activate inclusion practices and support initiatives that further a culture of inclusivity. This framework or “Learning Journey” uses an Awareness, Discovery, Understanding, Integration and Realization orientation, setting relevant goals as outlined by the local leaders and HR business partners in an effort to identify the best way for the region to continue to build an inclusive culture. This also allows us to leverage best practices across offices and further our ability to develop the careers of our associates globally.

In 2017, we were pleased to increase our D&I momentum around the world, as more countries utilized the best practice sharing, training and framework outline offering of our Nielsen Global Inclusion Council (NGIC). The NGIC is tasked with creating a forum for Nielsen to view inclusion efforts holistically across our enterprise as we implement business strategies and performance goals related to pay equity, recruitment, career movement and other key D&I benchmarks while cultivating an inclusive work environment. To ensure inclusion, we have named Global Ambassadors who are charged with representing their regions of the globe and collaboratively developing a “Diversity & Inclusion Learning Journey,” providing a current state view of diversity and inclusion in their markets. This document serves as a roadmap to chart the course for furthering diversity and inclusion based upon the specific, local needs within the region. The NGIC has been instrumental to the advancement of our D&I mission around the world, specifically in the creation of trackable, region-specific KPIs that are key to the first prong of our D&I mission and strategy: accountability.

Best Companies for Women in India

For the second year in a row, we were named one of the Top 100 Companies for Women in India by the Working Mother Research Institute and AVTAR.



The Nielsen team accepting our award as a “Top 100 Company for Women in India.”

LEAD Network

Nielsen joined the European LEAD Network, which is dedicated to attracting, retaining and advancing women in the retail and consumer goods industries in Europe.



Nielsen leaders at a LEAD Network event in Europe.

2017 GLOBAL INCLUSION HIGHLIGHTS

Established approach and focus areas of our Global Ambassador Program.

Shared D&I best practices in all of our market clusters: Lead, Growth, Emerging.

Discussed and brainstormed the impact of the current geopolitical landscape and actions to take to cultivate an inclusive workplace in today's environment.

Reviewed our Unconscious Bias training and aligned on plans for our global rollout in 2018.

Aligned on decision and plans to roll out diverse hiring slates globally in 2018.

Global Ambassador Program. In 2017, we launched a global D&I ambassador program as a subset of the NGIC. There are currently 20 global inclusion ambassadors in the program. Ambassadors are leaders and influencers who meet monthly to support the activation of D&I within their markets and countries, and are the creators of the Learning Journey. The Ambassadors work in partnership with their executive leaders on the NGIC.

2017 GLOBAL INCLUSION AMBASSADOR ACCOMPLISHMENTS

| Spain | Turkey | South Africa | Colombia | Asia Region |
|---|--|---|--|---|
| Established and shared their Learning Journey to the NGIC. | Established and shared their Learning Journey to the NGIC. | Established and shared their Learning Journey to the NGIC. | Established local communications campaigns (“We are all Nielsen” and “You can be you”) to create clarity and awareness around D&I and its connection with Nielsen Cares (our corporate social responsibility program). | Established and launched Asia D&I Committee to identify D&I priorities in Asia and implement actions to drive outcomes tailored to this region. |
| Launched two new ERGs (WIN and PRIDE). | Launched two new ERGs (PRIDE and N-GEN). | Launched regional D&I Council. | | |
| Created an Equality Plan, and launched a regional D&I Committee to accelerate D&I priorities. | Recognized as “Best Practice” in Turkey D&I Fingerprint Project. | Partnered with NGIC, HR, Business to create plan to achieve Broad-Based Black Economic Empowerment (BBB-EE) requirements. | | |
| Created a consumer insights study on LGBTQ consumer, receiving external press. | | | | |

LEADERSHIP DEVELOPMENT

LEADERSHIP DEVELOPMENT

Beyond recruiting and retaining top talent, Nielsen is focused on providing leadership development, mentoring and sponsorship programs, which will enable the organization to establish a pipeline of diverse talent.

The **Diverse Leadership Network (DLN)** is a 15-month leadership development program for mid-career, high-potential talent and is our most diverse program, by design, with at least 50% gender diversity and a target of 25% racial/ethnic diversity of African American, Hispanic/Latinx, Asian Pacific Islander and White participants. The program leverages an MBA-type format with components of curriculum, faculty workshops and case studies to utilize progressively what is learned throughout the 15 months. Each participant also has the opportunity for 1:1 cross cultural coaching for the duration of the program, which culminates in a graduation capstone at Emory University's Goizueta Business School. Forty-five percent of DLN participants and alumni began new roles or expanded their responsibilities during 2017, and retention of program participants was 12% higher than their comparable high-performing peer set. Nearly 50% of the first class of the DLN that graduated in 2014 have now reached the VP or General Manager level, significantly expanding their reach and impact on the company.

In 2017, the third DLN class saw 28 associates graduate, and a fourth class of 37 associates began the program. DLN also launched an Alumni Program in 2017 focused on expanding mentorship, facilitating career transitions and creating impact through stretch assignments.



Diverse Leadership Network class of 2015 graduates with Mitch Barns, CEO of Nielsen.



Diverse Leadership Network Class of 2017



Our Sponsorship Program is an annual leadership development program where high-potential associates are paired with senior leader “sponsors” that assist in their leadership development. The Sponsorship Program boasts a retention rate of 100% in 2017. Over half of the program participants (53%) have moved to a new role.

A GLOBAL FOCUS ON DIVERSE LEADERSHIP DEVELOPMENT

Diversity is a focus in leadership development programs globally. Nielsen uniquely sponsors multiple leadership development programs within our Office of Diversity and Inclusion. These programs are designed and managed to both strengthen and diversify our leadership pipeline to more fully represent the global communities and markets we measure, and include:

The DLN includes participants from the U.S., Spain, Mexico, Canada and the U.K.

The Global Employee Resource Group Leadership Development program for ERG leaders includes participants from 45 countries.

Our Senior Leadership Sponsorship program includes participants from Canada, Mexico and the U.S.

We constantly work to infuse diversity into all of our leadership development programs around the world, so that our future leaders understand the importance of cultivating a diverse and inclusive workplace. Examples include:

Chief Diversity Officer Angela Talton led a session focused on Nielsen's Diversity & Inclusion Strategy and Unconscious Bias during the Global Executive Leadership Development Program. This cohort of 30 global, diverse executives also received a customized unconscious bias training facilitated by our D&I training vendor (The Kaleidoscope Group, which is also an MBE). The program challenged leaders to understand their role in taking action to create an inclusive work environment and the connection of diverse teams to innovative thinking and business growth.

D&I leadership, joined by ERG leaders, facilitated sessions on the importance of diversity and inclusion at our entry-level analyst leadership conference. This session also outlined why and how D&I is important to our business and our clients who seek insights, not just measurement. These programs reach nearly 200 new associates to ensure they begin their career at Nielsen learning how "D&I is crucial to Nielsen's growth, strength and ability to innovate" (a direct quote from our CEO during his global Town Halls).

We launched a global internal coaching pilot, myCoach, where 24 top talent leaders interested in employee development were nominated to receive coaching training and provide coaching to leadership development program participants and successors to critical roles. Diversity was a key component of the criteria for the selection of the myCoach Academy cohort.

HISPANIC EMPLOYEE FORUM

Following a very successful Black Employee Forum in 2016, Nielsen held its first Hispanic Employee Forum October 2–3 in Fort Lauderdale, FL. This event, sponsored by Chief Diversity Officer Angela Talton and our Chief Financial Officer, Jamere Jackson, was designed to be a leadership development opportunity that would provide visibility, access to senior leaders, access to information about strategic priorities, and the opportunity for networking and building relationships in a culturally authentic atmosphere. Nielsen’s D&I team built this impactful event to provide associates from this growing and important demographic group with added visibility, access and opportunity, the foundation of our D&I strategy.

Nielsen’s Employee Forums are professional development opportunities that promote the Nielsen Employee Experience—Be Yourself, Make a Difference and Grow with Us—and this year’s event recognized the contributions that Hispanic/Latinx employees make to Nielsen’s culture, industry, clients and communities.

During the event, we convened more than 150 U.S.-based associates from 19 cultural backgrounds spanning Latin America (including Central and South America), the Caribbean and Europe, as well as 13 clients and community partners. During the two-day sessions, associates got up close and personal with key Nielsen initiatives, participated in professional development workshops and shared their D&I experiences. We’ve had a 97% retention rate among attendees of the forum. Plans are underway for future employee forums, including an Asian Employee Forum in 2019.



JAMERE JACKSON
CHIEF FINANCIAL OFFICER AND CO-SPONSOR OF
NIELSEN’S HISPANIC AND BLACK EMPLOYEE FORUMS

“ WE’RE WILLING TO INVEST IN OUR EMPLOYEES. WE’RE WILLING TO GIVE THEM VISIBILITY, ACCESS AND OPPORTUNITIES. I WANT ALL THE PARTICIPANTS HERE TO GO BACK AND SHARE THAT MESSAGE. IF WE CAN DO THAT, THE SYNERGIES THAT WE CAN CREATE WITH OUR EMPLOYEES AROUND THE WORLD WILL JUST BE FANTASTIC. ”



Attendees of the Hispanic Employee Forum.

D&I TRAINING

Another prong of our global D&I strategy is education, which includes curricula designed to teach Nielsen people managers and associates lessons on unconscious bias and inclusion. Since 2012, we have partnered with diverse suppliers to bring these trainings to our employees. Internally we integrate formal D&I learning into our new hire onboarding and our managerial excellence curriculum to ensure consistent understanding around what is diversity and inclusion, why diversity matters to Nielsen and how each associate's inclusive behaviors contribute to our company's culture and our client deliverables. Over the past year, nearly 1,000 new associates from over 80 countries completed the "Working in an Inclusive Environment" course. This course, offered in 10 languages, is required as part of Nielsen's new hire onboarding program. Another core program for our new hires is "Diversity at Nielsen," which was completed by 1,100 associates globally. This course introduces our D&I strategy to help employees bring D&I to life in their work.

In 2017, we expanded the curricula to include a course on micro-behaviors titled "It's the Little Things: Creating Inclusion by Addressing Micro-behaviors," which explores how micro-behaviors, subtle acts that are often overlooked, can leave some people feeling disengaged while giving others notable advantages. The course also covers ways to proactively address these micro-behaviors to build a culture of inclusion. We also added an internally designed course on disability inclusion etiquette to our core D&I curricula.

Ongoing education and training are critical to our company's advancement. We pride ourselves on revisiting our curriculum often and being able to pivot according to shifts in culture, both within our organization and in the communities where we live and work. The central goal of our D&I education is to create opportunities for unique voices to be amplified, which will drive our business and our clients' businesses forward.

EMPLOYEE RESOURCE GROUPS

EMPLOYEE RESOURCE GROUPS

Nielsen's employee resource groups (ERGs) are employee-led volunteer organizations that encourage our associates to lean into their unique experiences to help us drive innovation, provide business impact and support talent management initiatives for the benefit of our business and our clients. Our ERG mission is to create an open forum for idea exchange and to strengthen the link between Nielsen and diverse communities. We currently have nine employee resource groups, five of which have multiple chapters outside the United States.

Our ERGs operate under four focus areas: recruitment/retention, professional development, education/engagement and community outreach.

2017 was a banner year for Nielsen's ERGs.

2017 ERG MILESTONES

ERG membership outside the U.S. has grown 60% in the past year at its current level of 3,696.

We launched 22 new ERG chapters globally:

Abled and Disabled Employees Partnering Together (ADEPT)
(Mexico)

MOSAIC (U.K., Ireland, UAE, Poland)

N-GEN (Seven chapters in the U.S., plus chapters in Mexico, China, Turkey)

PRIDE (Chile, Colombia, Mexico, Turkey)

Women In Nielsen (WIN) (Finland, Malaysia, Ireland)

Our Sustaining Active Black Leadership and Empowerment (SABLE) and PRIDE (LGBT+) ERGs both celebrated their 10-year anniversaries.

WIN announced a yearly agreement with the European organization LEAD (Leading Executives Advancing Diversity) Networks on Nielsen's behalf. The mission of the LEAD Network is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development.

Nielsen Generation (N-GEN), our eighth ERG, was the first one to launch outside of the United States. Initially launching last spring in Shanghai, N-GEN expanded to the U.S., Europe and Mexico in 2017. N-GEN was designed to bring together legacy associates (Baby Boomers and the Greater Generation) with associates earlier in their career (Millennials and Generation Xers).

We launched our ninth ERG, MOSAIC (Multicultural Organization Supporting an Inclusive Work Environment) in Oxford, United Kingdom. Associates in this office identify with 57 nationalities, and MOSAIC was created to recognize, celebrate and leverage this diversity.

We now have at least one ERG chapter in 77% of the countries where we operate.

We increased total ERG membership by 16%, with over 1,500 new members.

Asian Affinity Link members in North America and N-GEN members in China hosted the first cross-ERG, cross-continental “What’s Next” development forum during Asian Pacific American Heritage Month.

ERGs hosted our largest International Women’s Day celebration to-date: Chapters from 60 countries participated, hosting more than 100 events and reaching thousands of associates.

We hosted our 9th annual ERG Leadership Summit that brought together over 90 global ERG leaders for two days of leadership development, networking and strategic planning. For the fourth year we showcased our ERGs with an event known as “enERGize Week,” a week dedicated to highlighting the value and benefit of ERG membership. During the week of June 5, ERG members from around the world gathered in local offices and in virtual webinar sessions to learn about the breadth of Nielsen’s ERG offerings and to connect with Nielsen’s larger D&I mission including connecting the dots by engaging with client ERGs. This year, we engaged more than 5,200 associates across 71 offices in 49 countries and reached over 1,600 associates in professional development sessions.

Nielsen’s ERGs are an integral part of our overall D&I strategy. When we invest in the development of our ERG leaders, we find that their career trajectory improves. With a focus on supporting the development of our associates, as well as connecting with clients and the community, our nine ERGs continue to make an impact on the organization. This year, our ERGs supported over 5,700 associates with professional development experiences, partnered and engaged with over 20 clients, and contributed 1,512 volunteer hours. The work we do with our ERGs is innately tied to our core business objectives, and as such, clients such as Time-Warner, Sogeti, Twitter, P&G, Cintas, LinkedIn, Unilever, Facebook, Coca-Cola, Ahold Delhaize, Metro, GSK, GE, Sogeti, Macy’s, Carrefour and ICA have participated in our ERG-driven professional development conferences, Diverse Intelligence Series events and webinars in 2017.



Laura Nelson, Chief Communications Officer; Angela Talton, Chief Diversity Officer; Mitch Barns, Chief Executive Officer; and Jamere Jackson, Chief Financial Officer.



Associates gather in Nielsen's Bogota, Colombia, office for the launch of PRIDE Colombia



SABLE members gather at the Nielsen Tech Hub in New York City to celebrate the group's 10th anniversary during enERGize Week.



Panel discussion on the 2017 focus areas for ERGs.



Nielsen attendees of the 2017 ERG Leadership Summit.

PRIDE'S GLOBAL REACH

PRIDE is at the center of our LGBTQ initiatives, and 2017 was a banner year for the group. PRIDE celebrated its 10th anniversary, expanded its reach with four new chapters on three continents, earned recognitions around the globe and continued to collaborate with advocacy groups working to enhance LGBTQ inclusion policies in professional settings. The group's work in 2017 is a prime example of how we're connecting the dots with our associates around the globe and carrying out our retention prong of our overall D&I strategy.

For the fifth year in a row, we earned a 100% on the Human Rights Campaign's Corporate Equality Index, and were named a "Best Place to Work for LGBTQ Inclusion." We took key learnings and best practices that earned us the HRC's recognition to earn an equivalent recognition by the HRC in Mexico for the first time, showcasing the global reach of our D&I program.

We also work with several advocacy groups in addition to HRC to ensure our LGBTQ inclusion policies are continuously evolving. In 2017, we renewed collaborations with GLAAD and initiated a collaboration with Stonewall, a U.K.-based LGBTQ rights group, which has allowed us to support efforts to increase inclusivity for LGBTQ associates outside the U.S.

PRIDE members have also worked to enhance our internal LGBTQ inclusion policies. One major advancement made this year was the addition of pre-exposure prophylaxis (PreP) coverage to our health benefits to our employee health coverage. PreP is an anti-HIV medicine taken daily to reduce the risk of contracting HIV. The coverage of PreP, along with all requisite testing and doctor visits, is a significant advancement for LGBTQ health and will have an incredible impact on the health of our associates.



KELLY ABCARIAN

SENIOR VICE PRESIDENT, PRODUCT LEADERSHIP AND PRIDE EXECUTIVE SPONSOR

“ PRIDE'S WORK IN 2017 IS EXEMPLARY OF THE ROLE THAT A CULTURE OF LGBTQ INCLUSION IN THE WORKPLACE CAN ACHIEVE. NIELSEN HAS TAKEN ON THE ROLE OF ADVOCATE FOR THE LGBTQ COMMUNITY AND ENSURED OUR CULTURE IS REFLECTIVE OF THAT COMMITMENT. ”



PRIDE leaders at the HRC gala where we earned our fifth straight 100% on the Corporate Equality Index. From left: Michael Moore, Business Analyst; Angela Talton, Chief Diversity Officer; Jason Gugliotti, VP, Client Solutions; and Kelly Abcarian, SVP, Product Leadership.



Nielsen PRIDE Mexico members at the 2017 Mexico City Pride Parade.

SUPPLIER DIVERSITY

SUPPLIER DIVERSITY

Diverse businesses are defined as companies that are at least 51% owned, operated and controlled by a minority, woman, veteran, LGBT (lesbian, gay, bisexual or transgender) or disabled U.S. citizen. As a pillar of our five prong D&I mission, Nielsen's supplier diversity program is charged with increasing the representation of diverse businesses in Nielsen's supply chain as well as sharing best practices, training and mentoring participants in our supplier diversity database. Supplier Diversity is a priority for Nielsen, because a more diverse supply chain is better equipped to help us innovate while connecting the dots to meet the needs of our clients in a rapidly shifting global economy.

Annually, our supplier diversity program is measured against the targeted benchmark of spending at least 10% (of total U.S. sourceable opportunities) with diverse suppliers. To accomplish this, we have launched several initiatives that focus on increasing our spend with diverse businesses in markets where Nielsen has a significant presence.

2017 SUPPLIER DIVERSITY SUCCESSES

We launched our "Buy Local/Grow Global" initiative, which is designed to increase our spend with and the development of small, local diverse businesses. Associates who take part in "Buy Local/Grow Global" seminars learn about the importance of Supplier Diversity to our overall D&I strategy, how diverse businesses simultaneously help us innovate and how they can help us drive our overall Supplier Diversity goals in their everyday work.

We also provide frequent mentoring opportunities for diverse business owners to help them grow through our Supplier Diversity Academy. The Academy provides education and counsel to help diverse businesses prosper, even if they are not Nielsen suppliers.

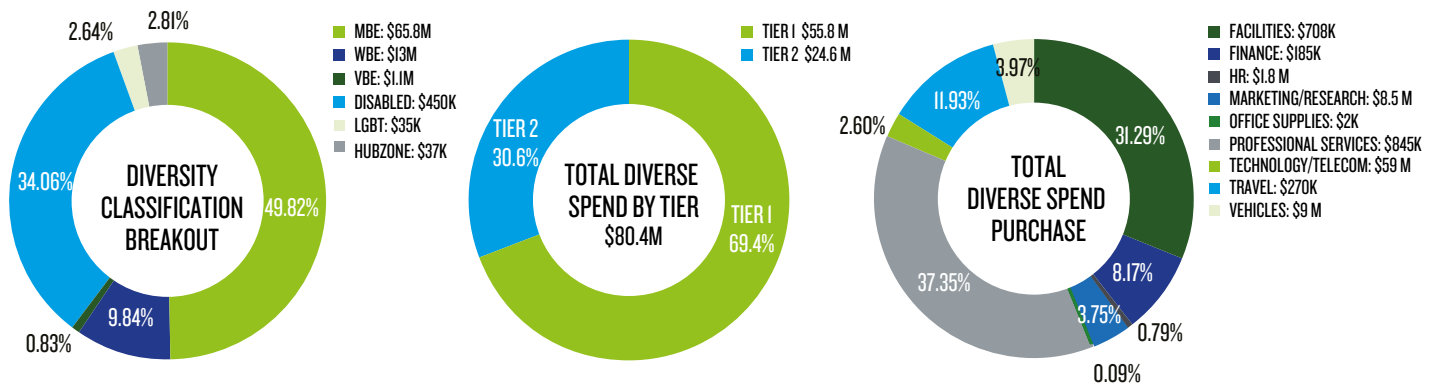
Nielsen collaborated with the Checkered Flag Run Foundation, an Arizona-based nonprofit dedicated to diversity, to launch HeroZona, a week-long event held in Phoenix in November. At the event, we sought to identify veteran-owned businesses pursuing procurement opportunities with corporations like Nielsen and to network with veteran job-seekers. More than 300 veteran-owned businesses and corporations attended the event.

A GLOBAL PERSPECTIVE ON SUPPLIER DIVERSITY

Supplier Diversity is not just a priority in the United States. Nielsen's global supplier diversity program includes our efforts in South Africa working with the Broad-Based Black Economic Empowerment (BBB-EE) initiative. Broad Based Black Economic Empowerment is a program launched by the South African government to redress the inequalities of Apartheid by giving certain previously disadvantaged groups of South African citizens economic privileges previously not available to them.

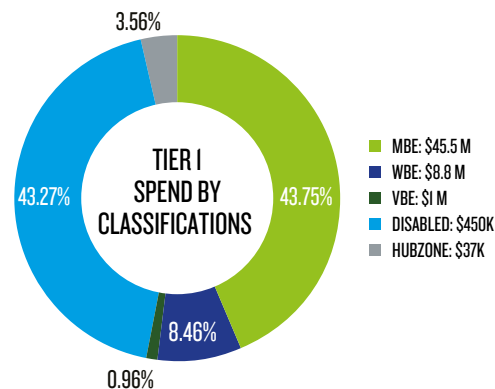
Nielsen South Africa has partnered with a business coaching firm and sponsored young entrepreneurs to help grow their individual businesses. The aim was to source young entrepreneurs within the industry that could be developed to become preferred suppliers to Nielsen.

TOTAL DIVERSE SPEND



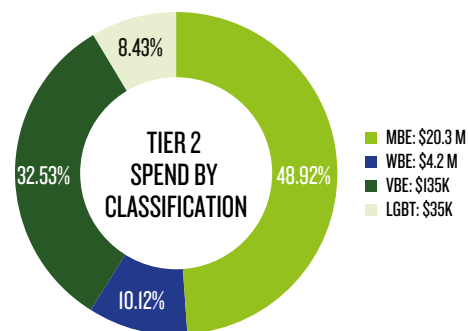
TIER 1 DIVERSE SPEND

\$55.8M DIRECT PURCHASES FROM CERTIFIED DIVERSE-OWNED BUSINESSES



TIER 2 DIVERSE SPEND

\$24.6M IN DIVERSE SPEND PURCHASES REPORTED BY CURRENT NIELSEN SUPPLIERS



Footnote 1 for above table: Tier 1 spend refers to direct purchases Nielsen makes from certified diverse-owned businesses.

Tier 2 spend refers to purchases made by current Nielsen suppliers with certified diverse-owned businesses. These purchases are reported to Nielsen.

Footnote 2 for above table: MBE refers to minority-owned business enterprises, WBE refers to woman-owned business enterprises, VBE refers to veteran-owned business enterprises, Disabled refers to businesses owned by individuals with disabilities, LGBT refers to businesses owned by lesbian, gay, bisexual and/or transgender individuals and Hubzone refers to businesses owned and operated in historically underutilized areas.

CONSUMER ENGAGEMENT

COMMUNITY OUTREACH AND SPONSORSHIPS

Nielsen's Community Engagement team uses financial, in-kind and technical resources to help build the company's brand awareness and reputation in diverse communities. At the core of Nielsen's mission to provide clients with an accurate measurement of consumer preferences is a need for consumers to share data with us. The grassroots efforts of our Community Engagement Team, therefore, help communities know Nielsen and help communities become more aware of their buying power and their level of importance to our clients: marketers, manufacturers, retailers, studios and television and radio stations.

Community education and engagement is a key pillar within our five-prong strategy, education. We are able to engage with these communities by collaborating with nonprofit organizations to make important contributions to the quality of life in both local communities where Nielsen has a significant presence and nationally where our strategic partnership helps advance a cause within our five giving priorities: education with an emphasis on STEM (Science, Technology, Engineering and Math); D&I; civil rights and social advancement; civic engagement; and hunger. In addition, to maintain the representativeness of our panels, we place a priority on supporting organizations that serve underrepresented minorities in the US: African-American, Hispanic/Latinx and Asian Pacific American communities. This is a key component of our connecting the dots D&I strategy: engaging with diverse communities helps ensure consumers are aware of the benefits of sharing their data with Nielsen, which helps us to arm our clients with insights around diverse consumer behavior which in turns allows clients to ensure their products and services are appealing to these changing demographics. To that end, Nielsen Community Engagements provided \$1 million in financial support to more than 130 local and national organizations in 2017.

For a full list, see appendix C.

2017 MARQUEE COMMUNITY ENGAGEMENTS

Rainbow PUSH Coalition

The Rainbow PUSH Coalition is a leading multi-issue social advocacy organization, dedicated to protecting, defending and gaining civil rights for disadvantaged groups around the world.



Cheryl Grace (second from left), SVP, U.S. Strategic Community Alliances and Consumer Engagement gave remarks during the 2017 Rainbow PUSH Coalition annual conference, for which Nielsen served as sponsor.

League of United Latin American Citizens (LULAC)

LULAC is the premier national organization working to advance the economic condition, educational attainment, political influence, health and civil rights of Hispanics in the U.S.



Stacie de Armas (second from left), VP, Strategic Initiatives and Consumer Engagement, speaks on a panel discussing the latest in Hispanic consumer trends at LULAC's 2017 conference.

OCA: Asian Pacific American Advocates

OCA: Asian Pacific American Advocates is a national organization with 100 chapters nationwide that is dedicated to advancing the social, political and economic well-being of Asian Americans and Pacific Islanders.



Mariko Carpenter (left), VP, Strategic Community Alliances with Frank Washington, Nielsen Asian Pacific American Advisory Council (APAAC) member and founder, CEO & Chairman of Crossings TV at the OCA National Convention.

American Heart Association Tampa Bay HeartWalk

A group of Nielsen employees and their family members totalled more than 400 joining the event and raising \$106,000 (double the amount of the previous year). The Tampa event was the second-largest American Heart Association walk in the nation.



The contingent of Nielsen associates at the American Heart Association Tampa Bay Heartwalk.

NIELSEN 2017 HURRICANE RESPONSE

NIELSEN GLOBAL TECHNOLOGY & INNOVATION CENTER (GTIC) SERVES AS COMMAND CENTER FOR CITY OF OLDSMAR, FLA. DISASTER RECOVERY TEAM DURING HURRICANE IRMA

During Hurricane Irma, the Nielsen GTIC opened its doors to the City of Oldsmar disaster recovery team. Working with the Oldsmar Fire Chief, Nielsen provided food, water and a place to sleep for those individuals affected by the storm. The GTIC was also the home base for the damage assessment team, which toured the Oldsmar area, providing an estimate of the resources needed to perform cleanup. Thankfully, the area was spared extensive damage, but Nielsen was proud to lend the unique infrastructure of the GTIC to assist in the recovery process for the Oldsmar community.

AID PROVIDED TO PUERTO RICO IN THE AFTERMATH OF HURRICANE MARIA

Led by our HOLA ERG, Nielsen hosted a campaign to send funds for disaster relief and other supplies to Puerto Rico in the aftermath of Hurricane Maria.



Hurricane Irma Damage Assessment Team working from Nielsen's facility throughout the storm.

MARKETING AND COMMUNICATIONS

Consumers' awareness of and trust in Nielsen are critical to our ability to accurately measure audiences. In an effort to ensure consumers of color are voluntarily opting in to Nielsen's studies and surveys when they are asked, we deploy a 360-degree engagement strategy that includes advertising, event activations, sponsorships of community organizations, press outreach and thought leadership on the power of diverse consumers.

As part of the 360-degree integrated marketing and communications strategy, Nielsen launched culturally nuanced African-American, Asian-American and Hispanic advertising campaigns under a unified "Share Your Culture" theme. Our 2017 paid-media strategy included English and in-language ads in newspapers, digital and social media and radio that remind consumers of color about the importance of participating in Nielsen's studies and surveys.



In 2017, Nielsen's brand photography was updated to be more culturally nuanced, which allowed us to revamp our advertising to multicultural audiences in a more relevant way.

OWNED MEDIA: DIGITAL & SOCIAL

Nielsen's owned media (or consumer outreach on platforms that Nielsen owns) aligns with the education pillar of our five-prong D&I strategy, elevating the conversation around the power of diverse consumers, and our ability to help clients understand how to better meet their needs.

We completely overhauled our owned media strategy in 2017. Notably, we launched three revamped multicultural microsites for African-American, Hispanic and Asian-American consumers. These sites are places where everyday consumers learn about Nielsen in a culturally inclusive online space.

Additionally, as a result of our social media outreach efforts in support of our three Diverse Intelligence Series reports, we hosted Nielsen's first-ever Facebook live activation at the Asian American Journalists Association conference in Philadelphia, adding an additional 500 virtual viewers to our presentation. We also partnered with influential African-American, Asian and Hispanic media companies to co-host two additional Facebook live events where we discussed diverse consumer insights.

OUR 2017 FACEBOOK LIVE ACTIVATIONS

Asian American Journalists Association (AAJA)

We broadcast Nielsen's first-ever Facebook Live at the AAJA annual convention. The broadcast featured Mariko Carpenter, VP, Strategic Community Alliances discussing the 2017 DIS Asian American consumer report *Asian American Women: Digitally Fluent with an Intercultural Mindset*.



Essence

Cheryl Grace joined Essence live in-studio for a Facebook Live where she shared key insights from the 2017 DIS African-American consumer report *African-American Women: Our Science, Her Magic*.



DiMe Media

Stacie de Armas joined DiMe Media at the Nielsen Los Angeles office for a Facebook Live where she detailed the 2017 DIS Hispanic/Latinx report *Latina 2.0: Fiscally Conscious, Culturally Influential and Familia Forward*.



NIELSEN EXTERNAL ADVISORY COUNCIL

Over a decade ago, Nielsen sought the counsel of trusted experts to help us understand the diverse communities, to help us enhance our diversity focus and programming and to help us message our company as a trusted truthseeker. We created three External Advisory Councils comprised of data and measurement industry experts, business, political and community leaders, clergy, attorneys and academics who represent the African-American, Hispanic/Latinx and Asian Pacific American communities. For more than a decade, these trusted advisors have shared their views on how Nielsen can better recruit, represent and reflect diverse populations, and therefore, better serving our clients.

In 2017, we refreshed the Council mission and expanded their goals and objectives based on Nielsen’s current commercial and operational landscape. Serving as our collaborative accountability partners representing communities of color, our councils serve as strategic partners assisting us with the following:

- 

Help Nielsen and our clients thrive and drive business in a rapidly changing multicultural landscape
- 

Provide input and insight to enhance the continuous improvement and quality of Nielsen’s recruitment, engagement and interaction with diverse consumers and communities
- 

Help Nielsen anticipate commercial trends and opportunities particularly within communities of color
- 

Ensure Nielsen is accurately representing, measuring and reporting the trends and habits of multicultural consumers
- 

Offer insight around Nielsen’s investments in communities of color for the mutual benefit of that community as well as Nielsen’s brand and reputation in the community and larger market
- 

Advise Nielsen’s executive leaders on internal and external D&I strategies
- 

Leverage their respective spheres of influence to create connections that help us better serve our clients



AFRICAN-AMERICAN ADVISORY COUNCIL (AAAC)

JAMERE JACKSON
Executive Sponsor
CFO, Nielsen



ASIAN PACIFIC AMERICAN ADVISORY COUNCIL (APAAC)

MAINAK MAZUMDAR
Executive Sponsor
EVP, Chief Research Officer, Nielsen



EUGENE CAMPBELL
Co-Chair
Director, Supplier Diversity & Sustainability, Allstate



ADONIS E. HOFFMAN
Co-Chair
Founder and Chairman, Business in the Public Interest, Inc.



DAPHNE KWOK
Co-Chair
VP, Multicultural Leadership for the AAPI, AARP



EDWIN WONG
Co-Chair
VP, Research & Insights, BuzzFeed

KIMBERLY BRYANT
Founder & Executive Director, Black Girls CODE

JONATHAN JACKSON
Head of Corporate Brand and Co-Founder, Blavity

KWELI WASHINGTON
COO, Piano

COURTNEY JONES
AAAC Liaison
VP, University Relations, Nielsen

LORI HALL
SVP, Marketing and Creative Services, TV One

RETA JO LEWIS
Senior Fellow and Director, Congressional Affairs, The German Marshall Fund of the United States

SHERMAN WRIGHT
Founder and Managing Partner, Ten35

CHARLENE POLITE-CORLEY
AAAC DLN Liaison
Director, Client Solutions, Nielsen

SHARMILA FOWLER
Director, Strategy & Planning, Global Diversity & Inclusion and Strategic Engagement, McDonald's

ERIC H. KUNG
Senior Manager, Research, Pac-12 Networks

NINEZ A. PONCE, PH.D.
Professor, UCLA Fielding School of Public Health's Department of Health Policy and Management

MARIKO CARPENTER
APAAC Liaison
VP, Strategic Community Alliances, Nielsen

BILL IMADA
Founder, Chairman and Chief Connectivity Officer, IW Group

ALICE LEE
VP, Station Planning & Development, LA 18/KSCI-TV

FRANK WASHINGTON
Founder, Chairman and CEO, Crossings TV

SANTOSH MATHEW
APAAC DLN Liaison
Global Mergers and Acquisitions Leader, Nielsen



HISPANIC/LATINO ADVISORY COUNCIL (HLAC)

MICHAEL ALICEA
Executive Sponsor
EVP, Global Human Resources, Nielsen



ELIANA MURILLO
Co-Chair
Head of Multicultural Marketing, Google

THOMAS CASTRO
Founder and CEO, El Dorado Capital

NORELIE GARCIA
Head of Corporate Communications, DIRECTV Latin America

MARCELA TABARES
SVP, Research and Strategic Insights, A+E Networks

ANTONIO TIJERINO
President and CEO, Hispanic Heritage Foundation



LILLIAN RODRÍGUEZ-LÓPEZ
VP, Public Affairs and Communications, CC1 Companies

DAISY EXPÓSITO-ULLA
Chairman and CEO, d expósito & Partners

HUMBERTO GARCÍA-SJÖGRIM
Group Director, Business Integration for Global Public Affairs, Communications and Sustainability and Chief of Staff for the SVP, Global Public Affairs, Communications and Sustainability, Coca-Cola

DANIEL TELLALIAN
Managing Partner, Avivar Capital

STACIE DE ARMAS
HLAC Liaison VP, Strategic Initiatives & Consumer Engagement, Nielsen

THOUGHT LEADERSHIP

DIVERSE INTELLIGENCE SERIES

In 2011, we launched our Diverse Intelligence Series (DIS) as a result of a recommendation from our EACs that we be more proactive about sharing data about diverse consumers externally. The DIS is an annual, robust portfolio of comprehensive reports focused on multicultural consumers' unique consumption and purchasing habits as the primary way we disseminate insights on the power of diverse consumers, the helm of the education prong of our D&I strategy. The primary goal of the DIS is the communication of the scope and importance of diverse consumer power to the community and our clients, helping them gain a clear picture of what's next in U.S. media and consumer goods consumption. The series has become an industry resource, acting as a roadmap for our client and industry partners to help brands better understand and reach diverse customers. [For 2017's series](#), we sought to further solidify our position as a leader in the global conversation around diverse consumers, by examining the consumers who are making the most of the purchasing decisions in the majority of multicultural households—women. The three reports—*Asian-American Women: Digitally Fluent with an Intercultural Mindset*, *Latina 2.0: Fiscally Conscious, Culturally Influential and Familia Forward* and *African-American Women: Our Science, Her Magic*—each tell unique stories of how multicultural women continue to influence mainstream culture, are early adopters of digital and social platforms and are making marked advancements in education and entrepreneurship.

These insights help keep our clients on the edge of the latest trends and marketing opportunities for their products and services. To date, representatives from clients across our Watch and Buy businesses have downloaded the reports more than 3,500 times.

In addition to the Diverse Intelligence Series, the D&I team has developed several pieces of thought leadership content around topics that cover the impact of diverse consumers across various industries. Our Chief Diversity Officer, Angela Talton, has also authored content within Nielsen's News Center about the importance of diversity and inclusion in the workplace and Nielsen's borderless approach to global diversity.

Our dedicated associates who serve as members of ADEPT recently led an initiative to expand the Diverse Intelligence Series beyond multicultural consumers. The study culminated in our recent report, *Reaching Prevalent, Diverse Consumers with Disabilities*, and is the first on consumers with disabilities. The report provides rare and valuable insight into the lives of people with disabilities and their families. First and foremost, our research found that people with disabilities are widespread within the U.S., making up 19% of the total population. Second, people with disabilities are diverse and represent all demographic characteristics. Finally, consumers with disabilities are powerful, representing a \$1 billion market segment according to the U.S. Census Bureau. Armed with the knowledge in this report our clients can create products that respond to the needs of consumers with disabilities.

CLIENT AND COMMUNITY EDUCATION

A key prong of our D&I strategy is education. That’s why we engage directly with the communities where we live and work and the clients we serve, sharing our insights on the power of diverse consumers. Our Community Alliances Team serves as Nielsen’s frontline thought leaders and multicultural subject matter experts. The team engages, educates and empowers internal and external stakeholders—including our clients, industry decision-makers, influencers, C-suite executives and everyday consumers, as well as Nielsen associates—on multicultural consumers’ behavior trends/insights/analytics, which can drive and/or impact successful business strategies and decisions. In 2017, our D&I thought leaders shared our empowering diverse consumer insights at over 120 engagements.

2017 SIGNATURE CLIENT AND COMMUNITY EDUCATION EVENTS

The Power of She at the Nielsen Tech Hub

Nielsen co-hosted an event, “The Power of She,” with Congresswoman Grace Meng (D-NY) to share insights from the 2017 Diverse Intelligence Series. The event was attended by a number of young professionals and served to help them with ideas on how to advance their careers.

Asian Pacific American Institute for Congressional Studies (APIACS)

Nielsen co-hosted an event in Washington, D.C., with Asian Pacific American Institute for Congressional Studies (APIACS), an organization dedicated to promoting Asian Pacific American participation and representation at all levels of the political process, to share insights from the Asian-American Diverse Intelligence Series. Panelists included women leaders from a variety of multicultural backgrounds.

Congressional Black Caucus Foundation

We sponsored and held a press conference at the Congressional Black Caucus Foundation (CBCF) 47th Annual Legislative Conference, launching *African-American Women: Our Science, Her Magic*. Rep. Maxine Waters (D-CA) endorsed our support of the CBCF and the insights in *Our Science, Her Magic*, and Cheryl Grace shared highlights from the report in an exclusive to CBCF.



From left: Congresswoman Grace Meng (D-NY); Pooja Kapoor, Head of Global Strategy, Programmatic and Ecosystem Health Google; Chieh Huang, Co-founder and CEO of Boxed, Cheryl Grace, SVP, U.S. Strategic Community Alliances, Nielsen; and Angela Talton, Chief Diversity Officer, Nielsen.



From left: Raaheela Ahmed, Maryland State Representative, Prince George’s County Board of Education; Sung Yeon Choimorrow, Executive Director, National Asian Pacific American Women’s Forum; Janice Mathis, Executive Director of the National Council of Negro Women; Mariko Carpenter, Vice-President of Strategic Community Alliances, Nielsen; and S. Floyd Mori, President & CEO, Asian Pacific American Institute for Congressional Studies.



The Nielsen team with Rep. Maxine Waters. From left: Andrew McCaskill, SVP, Global Communications & Multicultural Marketing; Reta Jo Lewis, Senior Fellow and Director, Congressional Affairs, The German Marshall Fund of the United States and Nielsen AAAC Member; Lori Hall, SVP Marketing & Creative Services, TV One and Nielsen AAAC Member; Rep. Maxine Waters; Angela Talton, Chief Diversity Officer, Nielsen; and Cheryl Grace, SVP, U.S. Strategic Community Alliances and Consumer Engagement, Nielsen.

Mid-Atlantic Diverse Intelligence Series Event

Each year, ERGs organize Diverse Intelligence Series events, where Nielsen associates, clients and community organizations gather to hear presentations on how our diverse consumer insights can create positive outcomes for our clients and in our communities. One such event was held by our Mid-Atlantic ERGs in Columbia, Maryland.



From left: Mariko Carpenter, VP, Strategic Community Alliances, Nielsen; Stacie de Armas, VP, Strategic Initiatives and Consumer Engagement, Nielsen; Tiara Booker-Dwyer, Director for Leadership Development and School Improvement, Maryland State Department of Education (MDSE); Sonya Annette Whited, Director, Process, Packaging and Commercialization, Perdue Farms; and Neal Bonner, VP, Media Analytics, Nielsen.

“The Lobby” at the L.A. Sentinel

Cheryl Grace joined the Millennial Editorial team of the LA-based African-American newspaper *L.A. Sentinel* to discuss the insights and highlights from African-American Women: Our Science, Her Magic on the publication’s “The Lobby” video series.



Cheryl Grace, SVP, U.S. Strategic Community Alliances and Consumer Engagement, Nielsen (middle) and the Millennial Editorial team of the *L.A. Sentinel*.

Congressional Hispanic Caucus Institute

Nielsen sponsored the Congressional Hispanic Caucus Institute 2017 Leadership Conference, and were able to share highlights from the *Latina 2.0: Fiscally Conscious, Culturally Influential and Familia Forward* report.



Stacie de Armas, VP, Strategic Initiatives and Consumer Engagement, Nielsen (far right), speaking at the “Modern Activism: Organizing for Social Justice through Social Media and Technology” panel at the CHCI conference.

Oprah Winfrey Network (OWN)

Cheryl Grace visited the offices of the Oprah Winfrey Network (OWN) to present insights on African-American consumers.



Cheryl Grace, SVP, U.S. Strategic Community Alliances and Consumer Engagement, Nielsen, at the OWN offices.

Coca-Cola

Stacie de Armas visited Coca-Cola’s headquarters during the company’s Hispanic Heritage Month celebrations to present insights from the recently released *Latina 2.0* report.



Stacie de Armas, VP, Strategic Initiatives and Consumer Engagement, Nielsen, at the Coca-Cola offices.

WHY DIVERSITY MATTERS



“ NIELSEN’S BUSINESS IS PREDICATED UPON PEOPLE— THEIR PREFERENCES, CHOICES AND BEHAVIORS. GLOBAL POPULATION SHIFTS ARE CAUSING THOSE BEHAVIORS TO CHANGE AT A RAPID PACE. OUR INVESTMENTS, IN DIVERSE TALENT AND PROGRAMMING, ADVANCE OUR ABILITY TO HELP CLIENTS ANTICIPATE AND RESPOND TO THOSE SHIFTS. ”

ANGELA TALTON, CHIEF DIVERSITY OFFICER, NIELSEN

2017 DIVERSITY AWARDS AND RECOGNITION

DiversityInc



Moved up eight slots to No. 32 on *DiversityInc* Top 50 Companies for *Diversity*, and named to three additional specialty lists: Recruitment, Global Diversity and LGBT+ Employees.

Fortune



Featured on five *Fortune* lists: Top Workplaces for Diversity | Top Companies for Consulting and Professional Services | Top Workplaces in Chicago | Top Workplaces in New York | Top Workplaces for Millennials.

Human Rights Campaign (HRC)



Named “Best Place to Work for Lesbian, Gay, Bisexual and Transgender Equality” by HRC and earned 100% on HRC Corporate Equality Index for the fifth straight year.

HRC Equidad MX



For the first time, we earned recognition for LGBT+ equality in Mexico, an equivalent honor to the HRC recognition in the U.S.

United States Business Leadership Network (USBLN)



Earned “Best Place to Work for Disability Inclusion” designation from USBLN and 90% on Disability Equality for the second consecutive year.

DiversityMBA



Placed No. 9 on DiversityMBA Fifty Out Front List of the best places to work for Women and Diverse Managers. We were named to five additional specialty lists: Recruitment, Succession Planning, Workplace & Retention, Accountability and Board Diversity.

Working Mother Research Institute and AVTAR



Named one of 100 Best Companies for Women in India for the second consecutive year by the Working Mother Research Institute and AVTAR.

Inclusive Top 50 U.K. Employers



Ranked No. 25 on the list of Inclusive Top 50 U.K. Employers.

Minority Business News



Named to Minority Business News’ list of the Top 101 Corporations for Supplier Diversity.

Women’s Enterprise



Named to Women’s Enterprise’s list of the Top 100 Companies for Women Business Enterprises.

National Organization on Disability (NOD)



Named to NOD’s list of 45 organizations that earned the 2017 NOD Leading Disability Employer Seal.

APPENDIX

APPENDIX A – INDIVIDUAL ERG GROUP DESCRIPTIONS

AAL (Asian Affinity Link) – Launched in 2008, the Asian Affinity Link (AAL) ERG was established to support recruitment and retention, enable professional development, align on community engagement and support business growth by leveraging the experiences of associates with Asian-American heritage.

ADEPT (Able and Disabled Employees Partnering Together) – The Able and Disabled Employees Partnering Together (ADEPT) ERG's goal is to provide guidance that ensures the inclusion of people with differing abilities in all aspects of Nielsen's business and culture with a focus on supporting recruitment and retention, enabling professional development, and engaging with clients and the community.

HOLA (Hispanic Organization of Leaders in Action) – Nielsen's first ERG launched in December 2006. The HOLA ERG is a community of associates interested in creating an inclusive work environment that leverages diverse backgrounds to build high-performing teams and make an impact on the Nielsen business. By participating in HOLA, employees are able to learn and share unique perspectives on the Hispanic/Latino community, clients and employee culture.

MOSAIC (Multinational Organization Supporting An Inclusive Culture) – MOSAIC was established to support retention, development and recruitment by enabling professional development, supporting community engagement. In our U.K. office alone, more than 57 different nationalities are represented.

N-GEN (Nielsen Generation) – N-GEN is Nielsen's eighth ERG, launched in May 2016 in Shanghai, China. N-GEN was established to connect associates of all generations, backgrounds and experiences across the organization through professional development and community engagement to support retention, development and recruitment.

PRIDE (Lesbian, Gay, Bisexual, Transgender and Allies) – PRIDE launched in 2007 to increase the awareness and understanding of Lesbian, Gay, Bisexual, and Transgender (LGBT+) issues in the workplace by promoting diverse associate networking, recruitment, retention, and professional development, and engaging in the communities in which our company interacts through in-kind donations and philanthropy.

SABLE (Sustaining Active Black Leadership and Empowerment) – Nielsen's Sustaining Active Black Leadership and Empowerment (SABLE) ERG started by associates as an affinity group. SABLE focuses on providing members with opportunities to gain leadership experience, professional growth and networking. SABLE also supports the organization with recruitment and retention of diverse top talent and engages with clients and community outreach.

SERV (Support and Employee Resources for Veterans) – The Support and Employee Resources for Veterans (SERV) ERG is focused on veterans and the family and friends of veterans whether at Nielsen or in the community at large. The ERG is leveraged to support recruitment and retention, enable professional development, and engage with clients and the community.

WIN (Women in Nielsen) – WIN was established to shape and sustain an inclusive business culture that values the talents and perspectives of women. The WIN ERG plays an important role in the recruitment, development and retention of women in the Nielsen organization.

APPENDIX B

DEFINING SUPPLIER DIVERSITY

Supplier diversity is a business strategy that encourages the use of companies owned, operated and controlled by minorities, women, veterans and LGBT persons, as well as small businesses (as defined by the Small Business Administration). Collectively, these companies are referred to as diverse businesses.

MINORITY-OWNED BUSINESS ENTERPRISE (MBE)

A U.S.-based, for-profit business enterprise, regardless of size, that is at least 51% owned, operated, managed and controlled by a minority. Minorities include African-Americans, Hispanic-Americans, Asian Pacific Americans, Subcontinent Asian Americans and Native Americans.

WOMAN-OWNED BUSINESS ENTERPRISE (WBE)

A U.S.-based, for-profit business enterprise, regardless of size, that is at least 51% owned, operated, managed and controlled by a woman.

SMALL BUSINESS ENTERPRISE (SBE)

A business concern, including its affiliates that are independently owned and operated, that is not dominant in the field of operation in which it might bid on government contracts.

8(A) SMALL BUSINESS ENTERPRISE

A business concern that qualifies as a small business and must be unconditionally owned and controlled by one or more socially and economically disadvantaged individuals who are of good character and citizens of the U.S. and must demonstrate potential business success.

SMALL DISADVANTAGED BUSINESS ENTERPRISE (SDBE)

A small business concern that is at least 51% owned by one or more individuals who are both socially and economically disadvantaged.

SERVICE-DISABLED VETERAN-OWNED BUSINESS ENTERPRISE (SDVBE)

A U.S.-based, for-profit business enterprise, regardless of size, that is at least 51% owned, operated, managed and controlled by a service-disabled veteran.

VETERAN-OWNED BUSINESS ENTERPRISE (VBE)

A U.S.-based, for-profit business enterprise, regardless of size, that is at least 51% owned, operated, managed and controlled by a veteran.

HUBZONE BUSINESS ENTERPRISE

A small business concern that meets the following criteria: (a) must be located in a historically underutilized business zone; (b) must be owned and controlled by one or more U.S. citizens; (c) at least 35% of its employees must reside in a HUBZone.

LESBIAN, GAY, BISEXUAL AND/OR TRANSGENDER (LGBT) BUSINESS ENTERPRISE

A U.S.-based, for-profit business enterprise, regardless of size, that must be at least 51% owned, operated, managed and controlled by an LGBT person or persons who are either U.S. citizens or lawful permanent residents.

DISABLED

An individual is considered to be disabled if she or he has a physical or mental impairment that substantially limits one or more major life activities, has a record of such an impairment, or is regarded as having such an impairment.

MAJOR NIELSEN PURCHASE CATEGORIES

| CATEGORY | EXAMPLES OF SERVICE DESCRIPTIONS |
|------------------------------------|---|
| FACILITIES | Furniture, other office expenses, office maintenance and repair, building leasing, relocation |
| HUMAN RESOURCES | Employee awards, temps and contractors, associate training, recruitment fees, other staff costs, payroll processing or agency |
| IPO | Usage of diverse firms in Nielsen's initial public offerings, secondary offerings and other investment activities |
| MARKETING, RESEARCH AND PRODUCTION | Outsourcing (field and data), advertising, external list services or rental, data analysis, meeting and exhibiting, mail fulfillment and distribution services, printing and related services |
| PROFESSIONAL SERVICES | Legal, tax consulting, audit services, insurance and benefits |
| TECHNOLOGY AND TELECOM | PC equipment, hardware/software technology, maintenance, licensing, outsourced technology-related consulting, internet, data acquisition, telecommunications networks |
| VEHICLES | Vehicle leasing, rentals, maintenance, repair |

APPENDIX C

ORGANIZATIONS AND EVENTS SUPPORTED BY NIELSEN COMMUNITY ENGAGEMENT

100 Black Men of America, Inc.
 Academy Prep Center of Tampa
 American Heart Association of Tampa Bay
 AMIkids Pinellas
 API Equality—LA
 Apollo Theater
 Asian American Journalists Association
 Asian American Journalists Association—Los Angeles
 Asian American Legal Defense & Education Fund
 Asian Americans Advancing Justice—AAJC
 Asian Americans Advancing Justice—Los Angeles
 Asian Business Association
 Asian/Pacific Islander American Chamber of Commerce &
 Entrepreneurship
 Asian & Pacific Islander American Scholarship Fund
 Asian Pacific Islander Forward Movement
 Association of National Advertisers
 Big Brothers Big Sisters of Tampa Bay
 Brotherhood Crusade
 California State University
 Center for Asian Americans United for Self Empowerment
 Chi Chi Rodriguez Academy
 Cincinnati USA Regional Chamber
 City of Oldsmar
 City of Tampa
 Clearwater Chamber of Commerce
 Clothes for Kids, Inc.
 Coalition For Humane Immigrant Rights
 Coda Sound—Conga Caliente Festival
 Code/Interactive
 Comite Noviembre
 Committee for Hispanic Children and Families, Inc
 Community Build, Inc
 Community Tampa Bay
 Dunedin Chamber of Commerce
 East West Players
 Figure Skating in Harlem
 Florida Chamber of Commerce
 Girl Scouts of Greater Chicago and Northwest Indiana
 Glazer Children’s Museum
 Greater Tampa Chamber of Commerce
 Habitat for Humanity of Pinellas County
 Hillsborough Community College Foundation
 Hillsborough Education Foundation
 Hispanas Organized for Political Equality
 Hispanic Alliance for Career Enhancement
 Hispanic Federation
 Hong Kong Dragon Boat Festival in New York, Inc
 Howard University School of Communications
 Illinois Hispanic Chamber of Commerce
 Imagen Foundation
 Junior Achievement of Tampa Bay
 Kollaboration
 Koreatown Youth & Community Center
 LA Promise Fund
 Latin Academy of Recording Arts & Sciences
 Lawrence Technological University
 Leadership Florida
 League of United Latin American Citizens
 Los Angeles Latino Chamber of Commerce
 Los Angeles Sentinel
 Metro Wellness & Community Center
 Metropolitan Charities

Mexican American Legal Defense and Educational Fund
Moffitt Cancer Center
NAACP New York State Conference
National Association of Asian American Professionals
National Cares Mentoring Movement
National Hispanic Caucus of State Legislators
National Hispanic Foundation for the Arts
National Hispanic Media Coalition
New York City Hispanic Chamber of Commerce
New York & New Jersey Minority Supplier Development Council
New York Urban League
OCA—Asian Pacific American Advocates
Oldsmar Elementary School
PACE Center for Girls, Inc.
Pinellas Education Foundation
Pinellas County Urban League
The Poynter Institute
PUSH for Excellence
Prospera
Rainbow PUSH Coalition
Society of Asian Scientists and Engineers
Special Service for Groups
St. Petersburg Chamber of Commerce
St. Petersburg College
T. Howard Foundation
Tampa Bay Association of Black Journalists
Tampa Bay Black Heritage Festival
Tampa Bay Partnership
UnidosUS
United States Hispanic Leadership Institute
University of South Florida—Women in Leadership & Philanthropy
University of South Florida Foundation
University of Tampa
Upper Tampa Bay Chamber of Commerce
Upper Tampa Bay Education Foundation
Urban Technology Group
Valspar Championship
Visual Communications Media
WEDU

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