

2016

# NIELSEN DIVERSITY & INCLUSION ANNUAL REPORT

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# FOREWORD





**MITCH BARNS**  
CHIEF EXECUTIVE OFFICER

# A MESSAGE FROM OUR CEO

At Nielsen, our relationships within multicultural and diverse communities are vital to our business, and they are reflected in our measurement, our workforce, and our community engagement. Diversity of talents, skills, experiences and cultural backgrounds make our company stronger, and I am proud that our culture of inclusion is being recognized globally. Our continued investments in technology, leadership development and other capabilities enhance the creativity of our teams globally and benefit the clients and markets we serve.

From our employee resource groups and supplier diversity program to our investments in associates and community outreach, Nielsen's diversity and inclusion strategy remains focused on recruitment, retention, and professional development for our associates, and on meaningful consumer engagement and investments in communities where we live and work.

I am proud to share this report with all Nielsen stakeholders, as it highlights the many advances and contributions Nielsen has made and will continue to make via our talented and dedicated teams.



**ANGELA TALTON**  
CHIEF DIVERSITY OFFICER

# GLOBAL PERSPECTIVE

We are pleased to release this second annual report of Nielsen's Diversity and Inclusion Strategy. In this year's report, we will share the evolution of several key initiatives such as our Diverse Leadership Network leadership development program and outline new initiatives designed to provide visibility, access and opportunity to our associates. This report will also highlight our global diversity and inclusion efforts to use a strategic framework focused on Awareness, Discovery, Understanding, Integration and Realization that is tailored to the cultural nuances specific to each country. Our goal is to connect the dots, around the globe, between diversity, inclusion, innovation and growth.

# D&I OVERVIEW



## OUR MISSION EVOLVES AND GROWS

We have updated the wording of our mission statement, “to infuse D&I into the DNA at Nielsen” in an effort to reflect our global outlook. The new mission statement, “to infuse D&I into everything we do” provides a message that is easily translated into Spanish, German, Russian, Chinese, Arabic, Italian and French, it’s now “to infuse D&I into everything we do at Nielsen.”

To do this globally, we have a five-prong strategy that focuses on leadership accountability, career development, retention, supplier diversity and education. The strategy rests on the foundation of our Nielsen Experience, a company where employees are encouraged to Be Yourself, Make a Difference and Grow with Us. We also focus on providing associates with Visibility, Access and Opportunity.

1

### ACCOUNTABILITY:

Measuring our representation, movement, recruitment, retention and supplier diversity spend, trending these KPIs over time and celebrating progress.

2

### CAREER DEVELOPMENT:

Providing leadership development, mentoring and sponsorship programs to build a robust and inclusive talent pipeline.

3

### RETENTION:

Leveraging global employee resource groups whose members focus on recruitment/retention, community outreach, professional development and engagement/education as a development experience.

4

### SUPPLIER DIVERSITY:

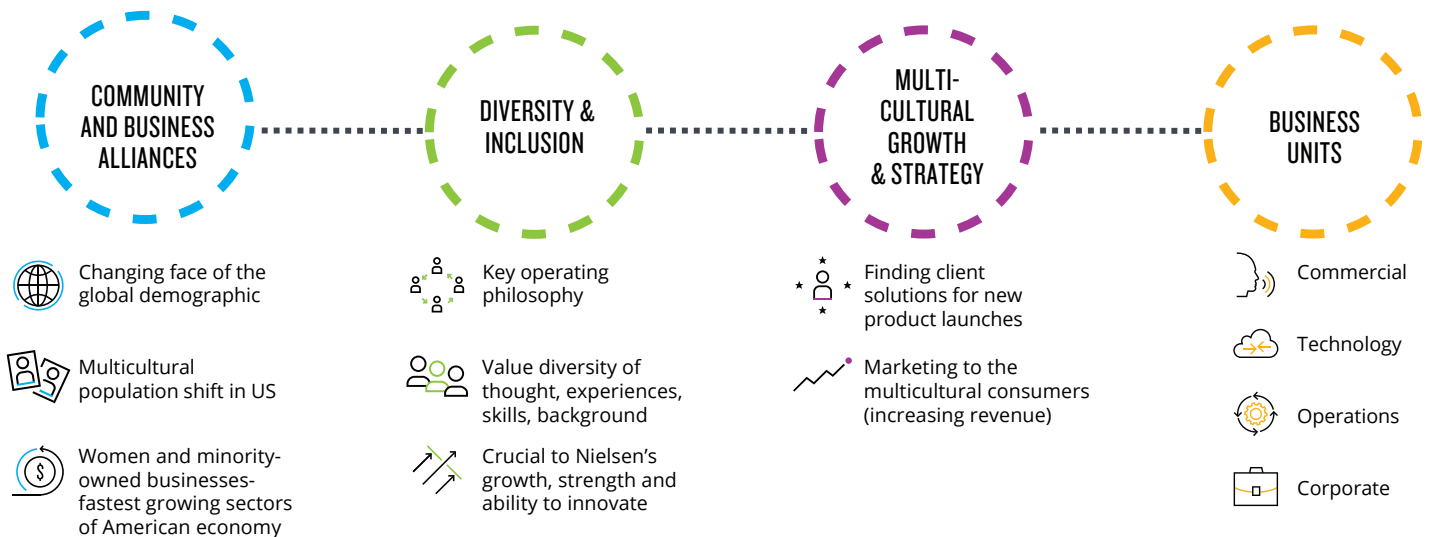
Setting a goal to increase spend with diverse businesses and provide mentoring to diverse suppliers.

5

### EDUCATION:

Building awareness of global population shifts and communicating the details of increases in diverse communities buying power through thought leadership (search [www.nielsen.com/diverseintelligenceseries](http://www.nielsen.com/diverseintelligenceseries)).

## CONNECTING THE DOTS VISION



Our strategic vision is to connect the dots between the population shifts, the need for a diverse workforce that is representative of these populations, the need to create products and services that will be appealing to these 'new' consumers and then integrate this inclusive philosophy as a key operating practice within our organization. This is what we strive to do at Nielsen - to connect the dots between diversity, inclusion, innovation and growth.

We have linked diversity and inclusion to innovative problem-solving solutions. These innovations are driven by the diverse ideas and insights of our employees which connect to superior financial results for Nielsen and our clients.

Nielsen's founding promise of being inclusive and representative of all consumers is delivered through our diversity and inclusion strategy, as we connect the dots between our global associate base and how we deliver on our brand promise to clients and the consumers we engage and measure.



# EMPLOYEE ENGAGEMENT

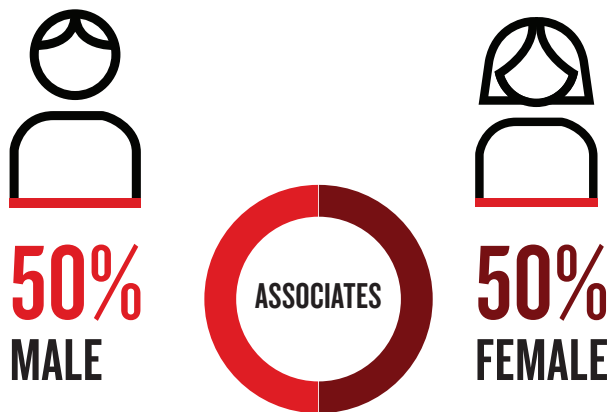
## MEASURING OUR WORKFORCE

Nielsen is a place where you can be yourself, make a difference and grow with us. Founded on the principles of integrity, honesty, fairness, respect and reliability, we maintain a bias-free environment. Our diverse and inclusive work environment prohibits harassment, is culturally diverse, and we comply with the local laws of the countries in which we operate. We represent the diverse consumers and markets that we measure.

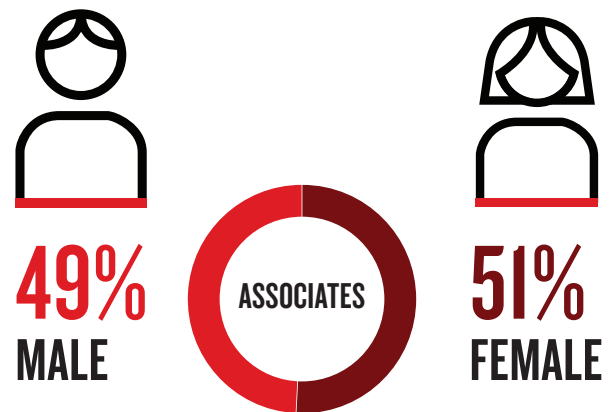
**43,000 EMPLOYEES WORLDWIDE; 24% NIELSEN  
EMPLOYEES IN U.S.; OFFICES IN 100+ COUNTRIES**

### 2016 EMPLOYEE REPRESENTATION

#### GLOBAL EMPLOYEES (BY GENDER)

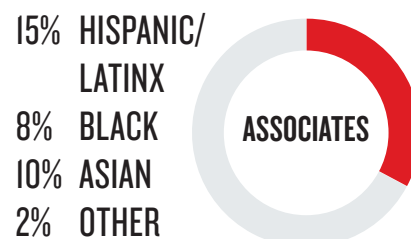


#### U.S. EMPLOYEES (BY GENDER)



#### U.S. EMPLOYEE ETHNICITY BREAKOUT

**US ETHNICITY DIVERSITY 33%**





## HIRING INITIATIVES

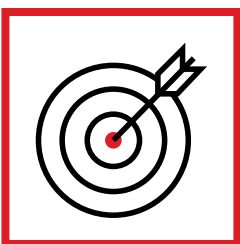
The partnership between D&I and talent acquisition has been instrumental to increasing diverse representation at the company. From partnering with universities with a high population of diverse students and engaging ERGs in on-campus interviewing and selection, to mandating diverse slates, a collaborative strategic approach to representation is key.

Recruiting new talent from universities and colleges is an important part of moving Nielsen business forward. Nielsen's University Recruitment program targets colleges and universities in search of bright minds and top talent.



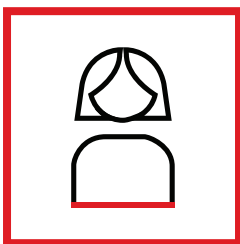
### TOTAL DIVERSE HIRING

IN 2016, WE HAD 68.4% DIVERSE HIRES—UP 2.5% OVER 2015.



### FOCUS AREAS

TWO FOCUS AREAS FOR 2016 WERE BLACK AND HISPANIC HIRING, AND BOTH INCREASED. BLACK HIRING AT +3.0% AND HISPANIC HIRING AT +4.0%.



### FEMALE HIRING

FEMALE HIRING INCREASED TO 58% IN 2016.

## RECRUITED AT 44 CAMPUSES



The University Recruitment Champion Teams are on campus today in search of Nielsen's leaders for tomorrow. We've partnered with these 15 schools to encourage students from a wide range of majors and diverse backgrounds to explore a career with Nielsen.

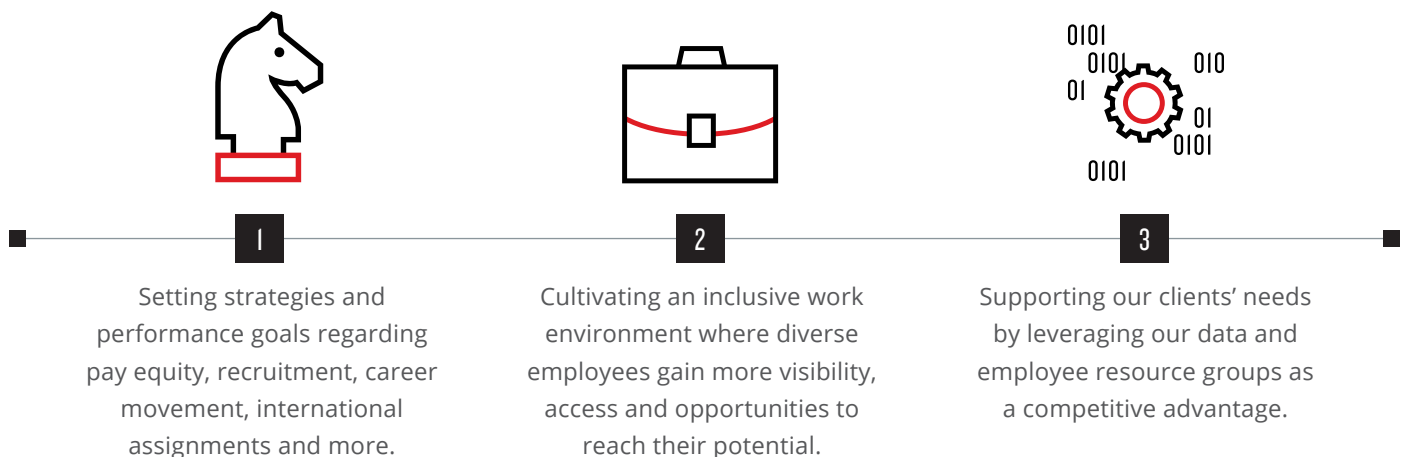
- Cornell University
- Florida A&M
- Howard University
- Indiana University
- Miami University (Ohio)
- Morehouse/Spelman (AUC)
- New York University
- Northwestern University
- Notre Dame University
- Purdue University
- University of California, Berkeley
- University of Florida
- University of Miami (Florida)
- University of Pennsylvania
- Virginia Tech



## NIELSEN DIVERSITY COUNCILS:

To champion our D&I strategy and to ensure our diversity and inclusion strategic approach is tailored uniquely to each market/country around the globe, we launched the Nielsen Global Inclusion Council (NGIC). The NGIC works alongside our D&I team to promote diversity awareness, create new inclusion programs and continue to build an inclusive work environment that's truly representative of the communities and clients we serve.

A few initiatives are universal across our entire footprint such as leveraging diverse slates, a Global Inclusion Ambassador Program to tailor diversity and inclusion programs to the local needs in the country of origin using a framework to further Awareness, Discovery, Understanding, Integration and Realization. The NGIC leaders will meet twice a year targeting the three key goals outlined below:



To build upon the success of our US Diversity Council, we relaunched this regional diversity council with a cross-functional executive leadership roster who each committed to a two year term on the council. We asked council members to serve two-year terms, so that over time, the number of leaders championing D&I throughout the organization continues to grow. Members include business leads and ERG members across all business units.

## CAREER DEVELOPMENT, DIVERSE LEADERSHIP NETWORK

The Diverse Leadership Network (DLN) is Nielsen's leadership and career development platform for mid-career, high-performing talent. The 15-month leadership development program is designed to identify, develop, accelerate and retain associates who bring diverse skills, experience and cultural backgrounds to Nielsen. Participants in the program have a track record of achievement, demonstrated leadership abilities and a desire to grow at Nielsen.

A curriculum of customized executive education, challenging case studies and one-to-one coaching with senior business leaders helps participants gain the experiential learning they need to assume larger roles in the company.



2016 Diverse Leadership Network Associates

**64** PROGRAM  
GRADUATES



**36** CURRENT  
CLASS

**83%** GRADUATES IN NEW OR EXPANDED  
ROLE AT NIELSEN

**40%** OF 2014 FIRST CLASS  
GRADUATES IN  
VP ROLES

**70%** LOWER TURNOVER RATE THAN  
ASSOCIATES NOT IN DLN

**100%** OF THE CLASS FROM 2016 WOULD RECOMMEND  
THE PROGRAM TO A PEER.

## 2016 DLN EVENT HIGHLIGHTS:

- Diverse Leadership Competition – Our participants partnered with the supplier diversity team to provide pro-bono consulting to a diverse supplier. Associates competed to provide Nielsen business solutions to solve the supplier's challenge.
- DLN in DC: Leading Change – Our External Affairs team and DLN participants gathered in Washington, DC, to focus on leadership. The group met with federal officials, members of Congress, non-profit executives and volunteered at a nearby food bank.
- DLN participants planned and led our annual Employee Resource Group Experience Week, seven days dedicated to showcasing the value of ERGs to our associates and their managers at a global level. Their involvement doubled office participation and engaged more than 70 client and community partners. While this was our third ERG Experience Week, 2016 was the first year where we had activities in every global market cluster.





2016 Diverse Leadership Network in DC

## NIELSEN SENIOR LEADER SPONSORSHIP PROGRAM:

Mid-year, we formally launched our first one-year sponsorship program advocating leadership opportunities for high-potential diverse associates. Our CEO and 14 members of his senior team partnered with this group to expose them to unique leadership skills and experiences. To date, we have a 100 percent retention rate in which 47 percent of participants have moved into new roles since June.



2016 Black Employee Forum

## BLACK EMPLOYEE FORUM:

Leveraging the insights from our diversity scorecards, we saw a need to exponentially increase leadership development opportunities and to reduce turnover with our Black employee base. We decided to make an investment to host a differentiated event—our first Black Employee Forum from August 30th to September 1st in Atlanta, GA.

This event, sponsored by Jamere Jackson, Chief Financial Officer, and Angela Talton, Chief Diversity Officer, brought together more than 200 African-American and Black Nielsen employees. Our employees participated in learning sessions with several of our senior leaders to discuss the state of Nielsen's business, each associates relevance in this industry and growing their careers at the company. We celebrated the positive impact of African-Americans who are shaping our culture, our organization, our relationships with clients and the community at large. This came to life with a tour of the Center for Civil & Human Rights and a presentation by Bernard Kinsey of his collection of African-American history and art. Nielsen and our Nielsen Foundation awarded three scholarships to students at the Ron Clark Academy, Morehouse College and at Spelman College, all in Atlanta.

**100% ATTENDEES EVENT APPROVAL RATE**  
**93% BLACK ATTENDEES RETENTION RATE**

We're looking to invest in similar forums for our Hispanic employees, as well as other diverse groups of associates in the coming year.

## EMPLOYEE RESOURCE GROUPS

Our Employee Resource Groups (ERGs) are employee-led, volunteer organizations for open dialogue, engagement and leadership development. They operate under four focus areas: recruitment/networking, professional development, education/engagement and community outreach. Each ERG has an Executive Sponsor (a Senior Vice President or above) and a Nielsen Global Leadership Sponsor (a member of our CEO's executive team).

### WE CURRENTLY HAVE NINE ERG GROUPS:



## EMPLOYEE RESOURCE GROUPS

ERG members participate in professional development, community outreach, client best-practice sharing and networking activities. Their involvement provides many opportunities to demonstrate leadership, project management and presentation skills. We now have at least one ERG chapter in 70 markets where we operate.





## 2016 EMPLOYEE RESOURCE GROUP WEEK

Annually, we mobilize and focus the organization on the value of our ERGs and demonstrate how they impact our day-to-day business. For one week, the entire company is engaged in activities that showcase the benefits to ERG membership. In 2016, we more than doubled the number of participating locations and social media engagement.



**5,000** ASSOCIATES PARTICIPATED IN THE EXPERIENCE WEEK IN 61 OFFICES ACROSS 41 COUNTRIES.

**23** NEW CHAPTERS LAUNCHED

**5%** ERG MEMBERSHIP INCREASE





## ERG LEADERSHIP PROGRAM

Nielsen's ERGs provide professional development, assist with recruitment and retention, engage with diverse communities, and educate us and the businesses with which we work. In addition to guiding the groups, our ERG leaders take part in a leadership development program that includes training, quarterly meetings with our executives, peer coaching and a 2.5-day Leadership Summit. We encourage all employees to join one or more of our nine ERGs to gain exposure, receive coaching and learn from peers and senior leaders serving as sponsors.

In 2016, we had 60 career changes among our ERG leaders. This is a result of our tracking the development, performance and retention of these leaders. It is part of our global talent review process and D&I succession planning with our CEO and Chief Human Resource Officer.



2016 ERG Leadership Associates and Coaches



ERG Leadership Summit with Chief Executive Officer Mitch Barns, Chief Financial Officer Jamere Jackson and Chief Communications Officer Laura Nelson

## ERG THOUGHT LEADERSHIP

Our ERGs author thought leadership papers on diverse consumers for our Diverse Intelligence Series. In 2016, our ADEPT (Able and Disabled Employees Partnering Together) ERG published and released the company's first report on consumers with disabilities titled [“Reaching Prevalent, Diverse Consumers with Disabilities”](#). The report was presented by CDO Angela Talton and shared with attendees and clients at the 2016 USBLN Conference. To ensure accessibility of the report, it was transcribed into Braille.

Nielsen Florida Call Center ADEPT ERG Member



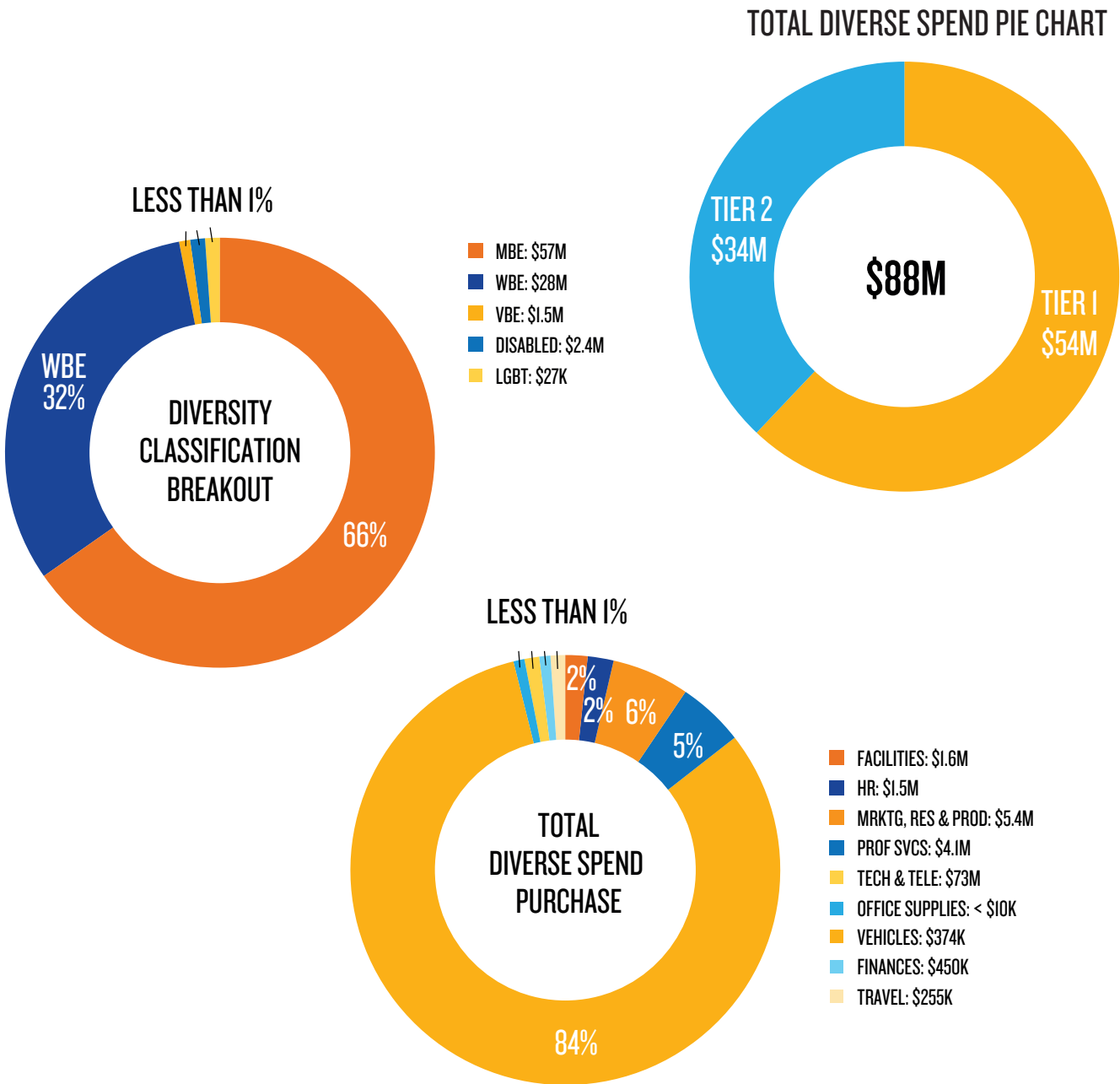


# SUPPLIER DIVERSITY

# SUPPLIER DIVERSITY

In 2016, our supplier diversity program achieved its corporate diverse spend goal of 10 percent, with \$88MM in sourceable spend. This was a result of direct and indirect purchases from certified diverse-owned businesses.

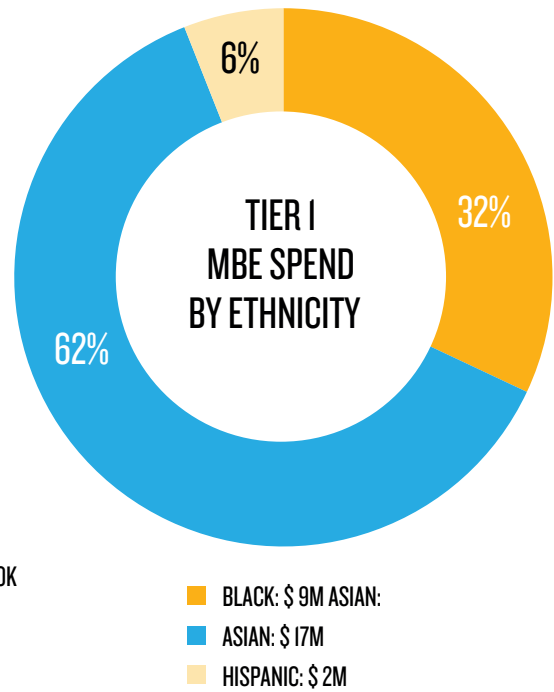
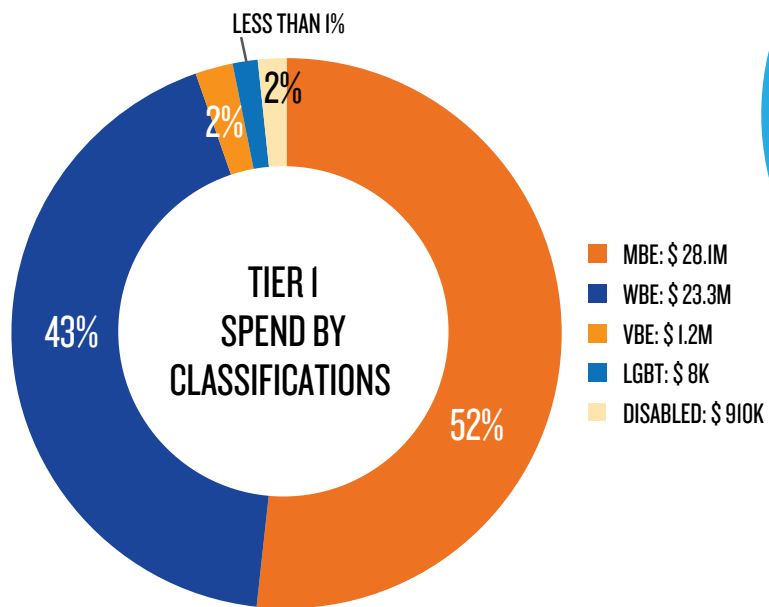
The activation of our RIISE (revenue, income, infrastructure, spend and education) strategy permitted successful mentoring and matching of certified diverse-owned businesses with key procurement opportunities. Our [supplier registration](#) database and contract bidding opportunities specifically solicit the diversity status of a business that can support delivery of quality service and cost efficiencies.



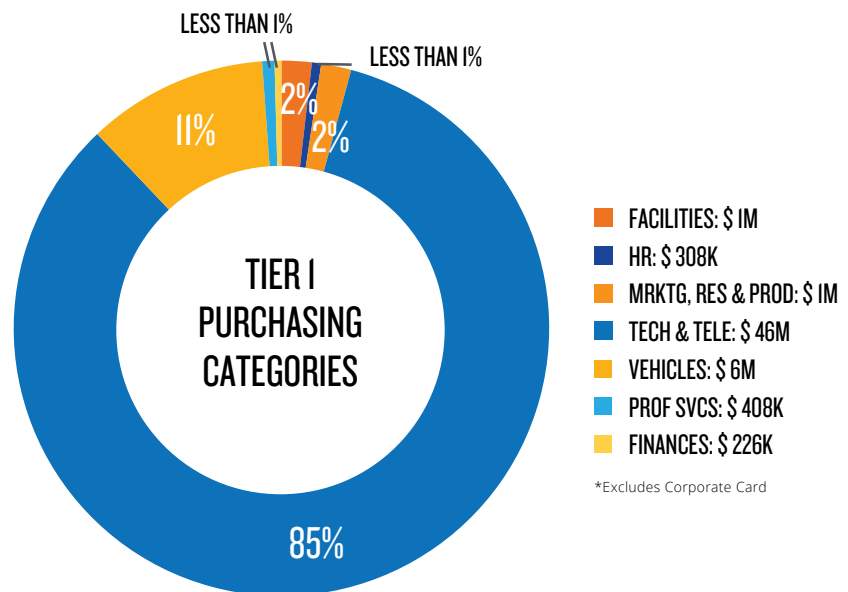


## TIER I DIVERSE SPEND

\$54M DIRECT PURCHASES FROM CERTIFIED DIVERSE-OWNED BUSINESSES



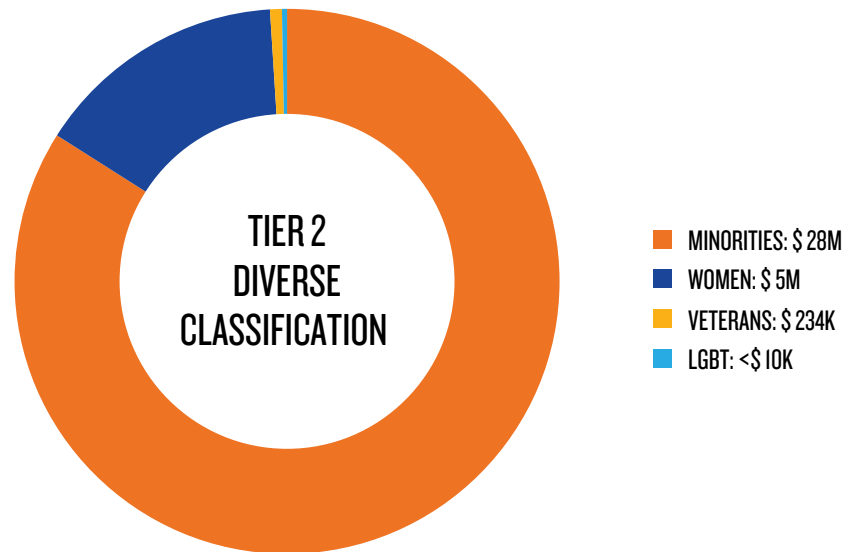
\*Excludes Tier 2 and corporate card



\*Excludes Corporate Card

## TIER 2

\$33M IN DIVERSE SPEND PURCHASES REPORTED BY CURRENT NIELSEN SUPPLIERS

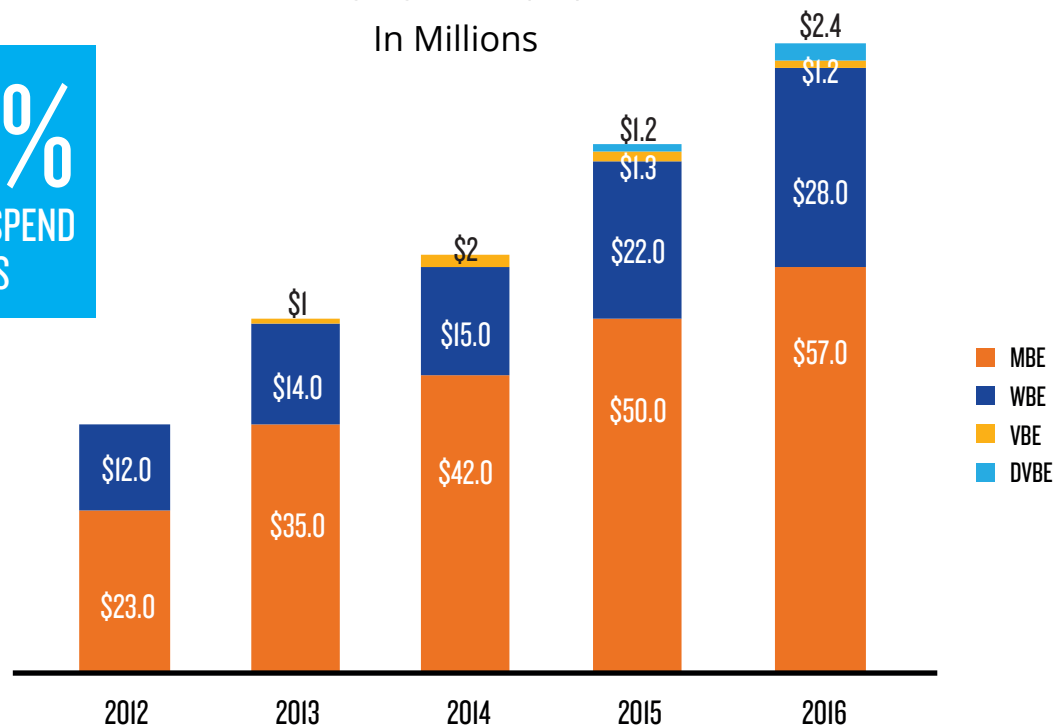


### YEAR OVER YEAR GROWTH

**156%**  
DIVERSE SPEND  
IN 5 YEARS

### DIVERSE SPEND GROWTH

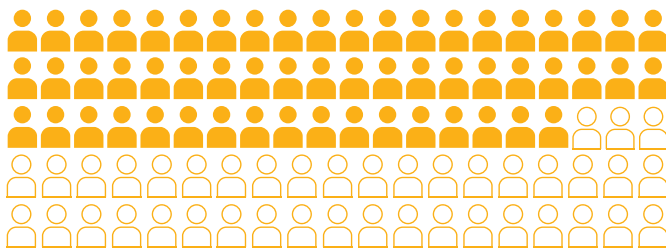
In Millions



A key initiative for 2016 is a program we call “Buy Local, Grow Global.” This initiative provides for educating and connecting local buyers with local diverse suppliers in the US and around the globe. Similarly, in our South Africa offices, we support the Broad Based Black Economic Empowerment (B-BBEE) and Employment Equity, launched by the South African government to redress the inequities of Apartheid.

## SUPPLY CHAIN SUSTAINABILITY

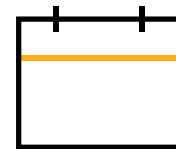
The evaluation goal of a prospective supplier’s environmental, social and governance performance occurs at both the company level and the products and services level. Incorporating sustainability into the lifecycle is part of the consideration process during our request for proposal (RFP) process. This promotes more positive impacts on performance, quality, service and cost requirements. We’re committed to assessing where our suppliers can increase positive environmental and social causes that affect our supply chain.



### SUCCESS- METRICS

**57** STRATEGIC SUPPLIERS

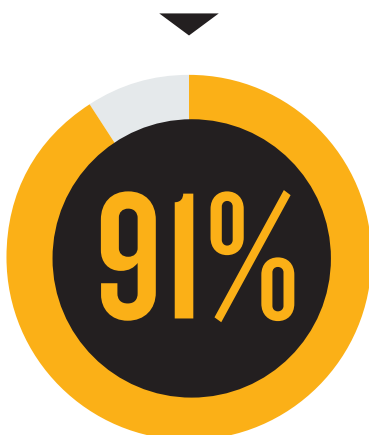
**\$1B SPEND/YEAR**



PARTICIPATION

“GOOD” BENCHMARK IS

18 SUPPLIERS, OR

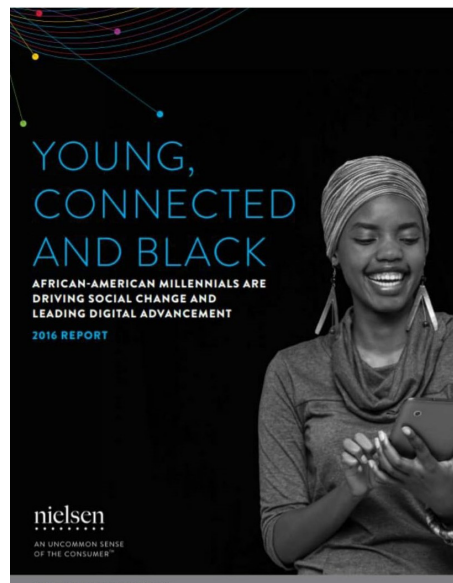


# EDUCATION



## DIVERSE INTELLIGENCE SERIES

Our Diverse Intelligence Series is a collection of in-depth reports we've released as a means of highlighting the unique consumption and purchasing habits of diverse consumers in the United States. For seven years, we have sought to quantify and document the U.S. demographic shift and subsequent growing economic and cultural influence of multicultural consumers. These reports began with a focus on multicultural communities, featuring insights that detail behaviors of African-American, Asian-American and Hispanic/Latino consumers—serving as a guide to reach these communities across the United States.



The marketplace success of our multicultural reports provided an opportunity to expand the series to other diverse consumer groups. We now feature insights for LGBTQ, military and disabled consumers.

These reports help clients stay ahead of the latest trends and marketing opportunities necessary to grow and strengthen business opportunities within diverse communities, while empowering those consumers with information about their influence on mainstream America. Through our multicultural thought leadership team, we're identifying collaborative opportunities to leverage our insights about multicultural consumers across business verticals and the community at large.

## MARKETING & SOCIAL MEDIA ENGAGEMENT

Consumer trust and awareness are critical to our ability to accurately measure audiences. In an effort to ensure consumers of color are participating in Nielsen's studies and surveys, we deploy a 360-degree campaign that includes advertising, event activations, sponsorships, earned media relations and thought leadership. We continued our five-year theme of telling multicultural consumers that their voices matter to us and our clients.

## AFRICAN-AMERICAN CONSUMER OUTREACH

The 2016 African-American advertising campaign leveraged Nielsen data to create a cross-platform approach to outreach. With the knowledge that African-Americans on average listen to more than 60 hours of radio per month, we completed radio sponsorships on top-rated nationally syndicated urban platforms. Similarly, Black audiences over index on smartphone ownership and usage. We leveraged banner advertising on popular faith-based and Black culture and news sites, and created an interactive mobile display campaign that allowed consumers to “Pick a Passion” profile and learn Nielsen stats about that passion profile. Black consumers had the options of Head Coach, Fashion Maven, Music Mogul, Tech CEO or Media Star—driving more than 10,000 consumers directly to [Nielsen.com/AfricanAmericans](http://Nielsen.com/AfricanAmericans) to learn more about Nielsen. We topped off the campaign with direct marketing email outreach to African-Americans in three key U.S. markets—New York, Los Angeles and Chicago. The emails highlighted myth-busting and interesting consumer insights about African-American economic power and cultural influence.



A comprehensive earned-media campaign around Nielsen's Young **Connected and Black consumer** report about Black millennials caught the attention of USA Today, Fast Company, Fortune, Blavity, News One and The Root. More than 80 pieces of original press covered Nielsen's data on the habits, behaviors and preferences of Black millennials—earning positive and affirming tweets from the likes of the White House Initiative on Educational Excellence for African-Americans, Urban League and DiversityInc. We also conducted a live Twitter chat with Blavity, a lifestyle website for Black millennials, where using the hashtag #WeGotNext, we answered questions posed from the @Blavity and @NielsenKnows Twitter accounts, and talked in-depth about the empowering insights from our report. Sixty-six users participated in the hour-long chat, sent roughly 200 tweets, and generated more than 111,000 social media impressions.



## U.S. HISPANIC CONSUMER OUTREACH

The 2016 Hispanic advertising campaign had two core messages: “Your Opinion Matters” and “Say Yes”. The campaign featured images of male and female Hispanic consumers of different ages and urged them to say yes if they’re ever asked to participate in a Nielsen survey or declared our belief that their voice is important. The plan consisted of integrated paid media in Los Angeles, New York, Chicago, San Antonio and Miami with a goal to reach the 18+, Spanish-dominant Hispanic audience. Using a mix of online display, mobile, print, radio and out-of-home advertising (billboards) in Chicago, New York and Los Angeles, Nielsen communicated relevant Hispanic insights and led consumers to an updated [www.Nielsen.com/Latinos](http://www.Nielsen.com/Latinos) microsite. There they found content in English and Spanish such as interviews with Hispanic Nielsen executives, infographics that showcase Hispanic viewing and shopping preferences, and videos of Hispanic consumers of different ethnicities discussing the way they shop and consume media.



Our 2016 Hispanic consumer report, ***From the Ballot Box to the Grocery Store: A 2016 Perspective on Growing Hispanic Influence in America***, garnered more than 100 million media impressions and was covered on every media platform from MSNBC, Univision and FOX to El Diario, La Raza and Yahoo en Español. In addition, Nielsen partnered with TVyNovelas, a Latin American entertainment news magazine, to create the #EsTuVoto (get out to vote) social media campaign. Leveraging data from our Hispanic consumer report,



the campaign highlighted the power of the Hispanic vote. Cross-cultural ad agency República was tapped to produce the viral video concept. It featured a diverse slate of high-profile members of the Hispanic community and a very powerful call to action: to vote in this year’s election, no matter the candidate. María Elena Salinas, Pamela Silva Conde, Ilia Calderón, William Valdés, Angélica Vale, Ximena Duque, Miguel Varnoi, Luis Fonsi, Juanes, Luis Coronel and Aymee Nuviola, along with Univision and Telemundo lent their talents and prominent platforms to help bring the campaign to life. Released in English and Spanish in the weeks leading up to the election, the video began trending under the hashtag #EsTuVoto and garnered millions of impressions and hundreds of social shares.

## ASIAN-AMERICAN CONSUMER OUTREACH

Nielsen's Asian-American advertising efforts reached Asian-American consumers with in-language content in four core markets: New York, Houston, San Francisco and Los Angeles. Taking an in-language dominant approach, ads ran in newspapers catering to Chinese, Vietnamese, Filipino, Korean and Asian-Indian consumers 18+.

To further educate Asian-American consumers about what Nielsen measures, print ads were accompanied by a series of monthly advertorials in the same newspapers and highlighted various Asian-American insights. Nielsen data shows that 90% of Asian-American consumers are online users, and 70% visit ethnic websites and portals in their native languages.

Therefore, we chose digital banners to provide national coverage on key, in-language news sites to reach Asians 18+.

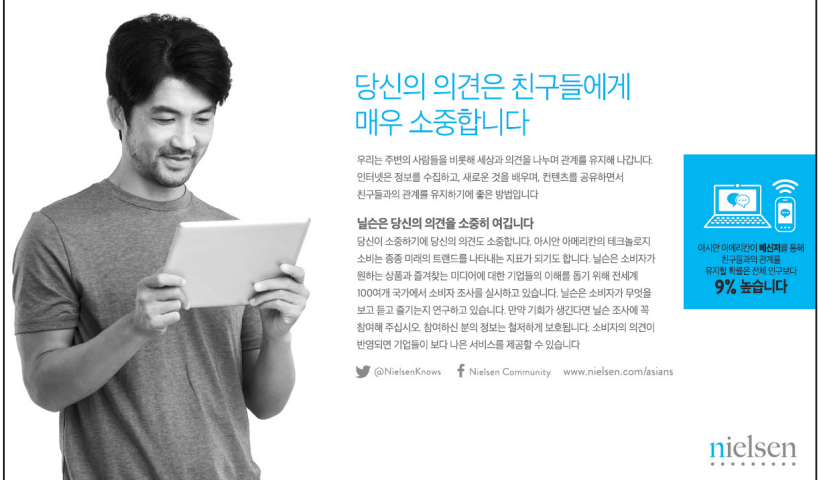
These 15-second digital banners incorporated videos with interesting Nielsen insights about Asian-Americans and a call-to-action directing visitors to [www.Nielsen.com/Asians](http://www.Nielsen.com/Asians) to view video content, consumer insights and more information about Nielsen measurement and community engagement.

Our 2016 earned media strategy for the Asian-American consumer report, **Asian-Americans: Culturally Diverse and Expanding Their Footprint**, generated positive general market and ethnic media press coverage. Along with CNN Money, NBC Asian America and Asian American Press, the campaign earned more than 40 placements across Korean, Chinese and Vietnamese language broadcast, print and online media.

From a social sharing standpoint, Nielsen continued to highlight a series of four video vignettes featuring Asian-American millennial consumers discussing their culture and how it affects their purchasing decisions, musical tastes, digital consumption and preferences. The lively exchange showed the great diversity within the Asian-American community and how that diversity produces varied and unique consumer behaviors and preferences.

In 2016, we published 25 articles on the Nielsen News Center highlighting diversity and inclusion initiatives across our global organization, including awards we earned, examples of our global strategy at work inside and outside of the organization, and thought pieces outlining our global approach to D&I.

This included five "On the Record" videos that feature one-on-one conversations with Nielsen's senior leaders discussing the impact of our diversity and inclusion efforts. Our social media presence grew in followers and engagements, and more than 4,000 unique visitors spent time on the download page for our Diverse Intelligence Series reports.



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@NielsenKnows f Nielsen Community [www.nielsen.com/asians](http://www.nielsen.com/asians)

nielsen





Our frontline for educating and empowering industry decision-makers, corporate executives and everyday consumers is our community alliance team. Multicultural consumers' behavior, trends, insights and analytics drive successful business strategies. This team of experts presents data on diverse consumers all over the country.

## 2016 MULTICULTURAL THOUGHT LEADERSHIP INITIATIVES

**112 SPEAKING EVENTS  
IN 2016; AUDIENCE  
ATTENDANCE RANGE  
50 – 500**

### AFRICAN-AMERICAN

02/03/16 **12th Annual NAACP Hollywood Bureau Symposium, "Image Talk"** (Los Angeles, CA) – We shared insights focused on the power and impact of multicultural consumers on the entertainment industry.

03/10/16 **Black Enterprise Women of Power Summit/Beauty & Politics Panel Discussion** (Hollywood, Florida) – Nielsen and Walmart partnered for a one-day alliance at the Black Enterprise Women's Summit.

07/13/16 **Fourteenth Annual Access to Capital and Telecom Policy Conference** (Washington, DC) – Hosted by the Multicultural Media, Telecom and Internet Council (MMTC), we shared insights on Monetizing the Influence of Multicultural Consumers.

06/07/16 **Efficient Collaborative Retail Marketing (ECRM) & Global Beauty Alliance (GBA) Conference** (Orlando, FL) – We provided data insights to help buyers and sellers within the industry grow their beauty businesses.





## ASIAN-AMERICAN PACIFIC ISLANDER

02/08/16 **NAAAP 100 Award & National Society of Leadership & Success** (Newark, NJ) – We expanded our partnership with the National Association of Asian American Professionals (NAAAP) including delivering opening remarks and highlighting Nielsen's forthcoming Asian-American report.

03/24/16 **NBC Asian America Ideas Summit** (New York, NY) – We participated in a panel and presentation opportunity in a first-ever Asian American Ideas Summit, a meeting of more than 150 journalists, media personalities and AAPI community leaders.

05/12/16 **Leaders Forum White House Summit** (Washington, DC) – Nielsen shared insights and demographic information on a panel titled "AAPI Demographic Trends and Federal Recognition of Differences between AAPI Subgroups."

07/13/16 **International Leadership Foundation** (Washington, DC) – We hosted a special presentation on the Asian-American community and moderated a panel titled "Legacy of APA Businesses and Community Development."



## HISPANIC/LATINO ENGAGEMENTS

04/19/16 **Association of Hispanic Advertising Agencies (AHAA)/2016 Annual Conference** (Miami, FL) – During the 2016 Annual Conference, we activated two thought leadership sessions. Insights were shared from the Nielsen Latino 2016 study and a discussion on the cross-cultural food preferences between multicultural and non-Hispanic white adults and brand opportunities.

06/9/16 **Latinas Think Big, "Image Talk" Latinas at the Intersection of Media, Communications and Entrepreneurship** (New York) – We shared highlights from our 2016 Latino Community Report hosted at the New York Institute of Technology. Nielsen and Google were sponsors.



08/16/16 **America's Future Summit/The Aspen Institute** (Los Angeles CA) – Nielsen shared insights from custom research produced for the Aspen Institute highlighting Latino behaviors and preferences on community issues of importance with an audience of Latino community leaders and influencers.

10/24/16 **Latino Community Foundation & Google presents "The Rise of the New Latino"** (San Francisco) – We shared insights from our 2016 Latino Report with tech leaders and entrepreneurs in the Latino community highlighting Latino community influence on mainstream America.



# COMMUNITY ENGAGEMENT



## EXTERNAL ADVISORY COUNCILS

Nielsen's three External Advisory Councils are comprised of data and measurement industry experts and business and community leaders who represent African-American, Hispanic/Latino, 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.

Twice a year, the three councils meet with Nielsen executives to listen to and share ideas and updates around micro and macro trends that impact U.S. communities of color. Council members are both our accountability partners and our ambassadors within their respective communities.

## AFRICAN-AMERICAN ADVISORY COUNCIL (AAAC)



**JAMERE JACKSON**

Executive Sponsor  
Chief Financial Officer, Nielsen



**EUGENE CAMPBELL**

Co-Chair  
Director, Supplier Diversity  
& Sustainability, Allstate



**ADONIS E. HOFFMAN**

Co-Chair  
Adjunct Professor,  
Georgetown University

**REVEREND JACQUES ANDRE DE GRAFF**

Associate Pastor,  
Canaan Baptist Church in Harlem

**DEBORAH GRAY-YOUNG**

Managing Partner,  
D. Gray-Young, Inc.

**RETA JO LEWIS**

Director,  
Congressional Affairs, The German  
Marshall Fund of the United States

**KWELI WASHINGTON**

Chief Operating Officer,  
Piano

**RONALD E. FRANKLIN**

President & Executive Producer,  
NSightsWorldwide

**LORI HALL**

Senior Vice President,  
Marketing, TV One

**CYNTHIA PERKINS-ROBERTS**

Vice President,  
Diversity Marketing and Sales Development,  
Video Advertising Bureau

**SHERMAN WRIGHT**

Founder & Managing Partner,  
Ten35

## ASIAN PACIFIC AMERICAN ADVISORY COUNCIL (APAAC)



**KARTHIK RAO**

Executive Sponsor  
President, Gracenote, Nielsen



**DAPHNE KWOK**

Co-Chair  
Vice President, Multicultural  
Leadership for the Asian  
American and Pacific  
Islander Audience, AARP



**MICHAEL SHERMAN**

Co-Chair  
General Manager  
Emeritus, KTSF-TV

**VINODH BHAT**

Co-Founder & President,  
Saavn

**SHARMILA FOWLER**

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

**DENNIS J. HUANG**

Executive Director & Chief Executive Officer,  
Asian Business Association

**ERIC H. KUNG**

Senior Manager,  
Research, Pac-12 Networks

**ALICE LEE**

Vice President,  
Research and Development, LA 18/KSCI-TV

**NINEZ A. PONCE, PH.D.**

Professor, UCLA Fielding School of  
Public Health's Department of Health  
Policy and Management

**NITA SONG**

President & Chief Executive Officer,  
IW Group

## HISPANIC/LATINO ADVISORY COUNCIL (HLAC)



**MICHAEL ALICEA**

Executive Sponsor  
Executive Vice President,  
Global Human Resources



**LUIS A. MIRANDA, JR.**

Co-Chair  
Founder & Managing  
Partner, MirRam Group



**ELIANA MURILLO**

Co-Chair  
Head of Multicultural  
Marketing, Google

**JENNY ALONZO**

Entrepreneur,  
Media Consultant

**DAISY EXPÓSITO-ULLA**

Chairman and Chief Executive Officer,  
d expósito & Partners

**DANIEL TELLALIAN**

Managing Partner,  
Avivar Capital

**SUZANNA VALDEZ**

Vice President,  
Advancement, Adrienne Arsht Center for the  
Performing Arts of Miami-Dade County

**THOMAS CASTRO**

Founder and Chief Executive Officer,  
El Dorado Capital

**LILLIAN RODRÍGUEZ-LÓPEZ**

Vice President,  
Customer PAC Support and  
Stakeholder Relations, Coca-Cola

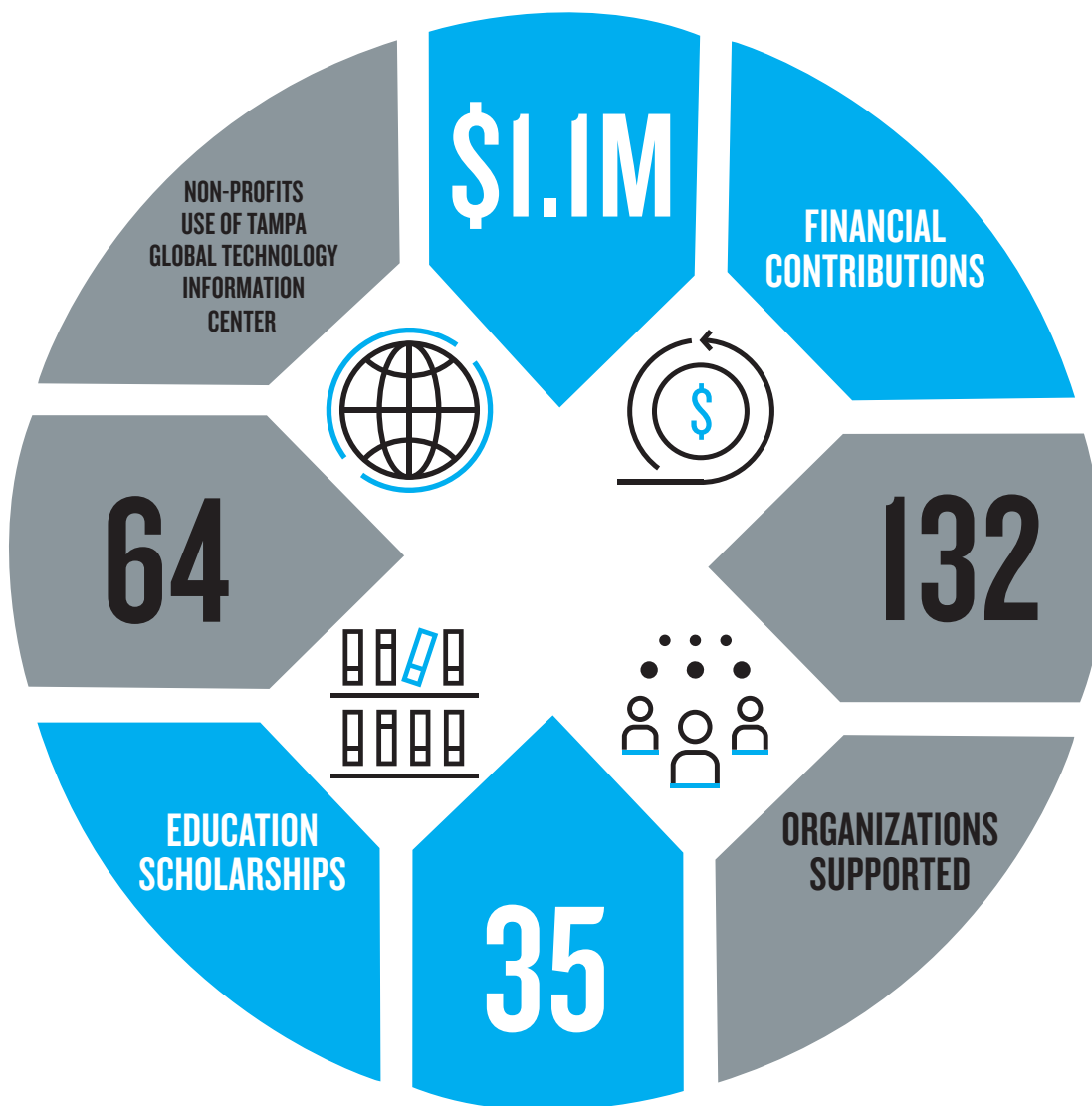
**ANTONIO TIJERINO**

Antonio Tijerino  
President & Chief Executive Officer,  
Hispanic Heritage Foundation



## PHILANTHROPIC PRIORITIES

We supported more than 130 non-profit local and national organizations in 2016. Our giving priorities fall into four categories—STEM Education, Diversity and Inclusion, Civil Rights and Social Advancement. Approximately \$1 million in direct financial support was granted to charitable enterprises serving diverse communities. Our Community Engagement team facilitated pro bono support between our data sciences and other Nielsen business operations for a variety of community organizations looking to improve their operations.



## COMMUNITY GIVING HIGHLIGHTS

**National CARES Mentoring Movement** is dedicated to recruiting and connecting mentors with local youth-serving organizations nationwide with a mission to support the social and spiritual development of African-American boys.

**Rainbow PUSH Coalition** is a Chicago-based multiracial, multi-issue progressive, international membership organization fighting for social change.

**Asian Americans Advancing Justice** is the nation's leading organization that fights for civil rights and empowerment of Asian-Americans to create a more just America for all.

**The Hispanic Federation of New York City** is the nation's premier Latino non-profit membership organization that supports Hispanic families and strengthens Latino institutions in education, health, immigration, civic engagement, economic empowerment and the environment



# 2016 DIVERSITY AWARDS RECOGNITION

## DIVERSITYINC TOP 50

Ranked #41–2016

## FORTUNE 100 BEST COMPANIES FOR MILLENNIALS

## FORTUNE 100 BEST COMPANIES FOR REMOTE WORKERS

## EARNED 100% SCORE ON 2016 HUMAN RIGHTS CAMPAIGNS CORPORATE EQUALITY INDEX

## “2016 BEST PLACES TO WORK FOR LESBIAN, GAY, BISEXUAL, AND TRANSGENDER EQUALITY,” HUMAN RIGHTS CAMPAIGN, U.S.

## 2016 TOP 10 BEST COMPANIES WITH EMPLOYEE RESOURCE GROUPS, DIVERSITY MBA MAGAZINE

## 2016 BEST PLACES TO WORK FOR PEOPLE WITH DISABILITIES BY THE DISABILITY EQUALITY INDEX® (DEI)

## RANKED #4 IN 2016 “50” OUT FRONT FOR DIVERSITY LEADERSHIP, DIVERSITY MBA MAGAZINE

## “100 BEST COMPANIES TO WORK FOR IN LATIN AMERICA” GREAT PLACE TO WORK INSTITUTE, LATIN AMERICA & HSM GROUP

## CORPORATE 101: TOP 101 SUPPLIER DIVERSITY PROGRAMS, MINORITY BUSINESS NEWS

## 2016 WE 100 CORPORATION OF THE YEAR, WOMEN’S ENTERPRISE USA

## 2016 TOP CORPORATIONS FOR LGBT ECONOMIC EMPOWERMENT

# APPENDIX

## APPENDIX A – INDIVIDUAL ERG GROUP DESCRIPTIONS

**AAL** (Asian-Americans 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 experience into various Nielsen services.

**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 Hispanic Organization of Leaders in Action (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.

**PRIDE** (Promote Respect in Diverse Environments) – 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 networking. SABLE also supports the organization with recruitment and retention of diverse top talent; and engagements 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.

**N-GEN** (Nielsen Generation) – This is Nielsen's 8th group, launched in May 2016 in Shanghai, China. N-GEN ERG 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.

**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 UK office alone, more than 44 different nationalities are represented.



## 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. See the next page for descriptions of other diverse business classifications.**

**Diverse Classification Descriptions (Abbreviated)**

#### **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 United States, and must demonstrate potential

#### **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 BUSINESS ENTERPRISE (LGBT)

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 ALLIANCES

100 Black Men of America	Asian Women in Business
626 Night Market	Association of Hispanic Advertising Agencies (AHAA)
Academy of Television Arts & Sciences Foundation	Association of National Advertisers (ANA)
American Black Film Festival	Better Government Association
Amsterdam News Education Foundation	Beverly Hills/Hollywood NAACP
Anti-Defamation League	Black Women's Agenda
API Equality-Los Angeles (APIELA)	Black Women's Expo
APIAVote	Brooklyn Hip Hop Festival
Apollo Theater Spring Gala	Brotherhood Crusade
AscendNAAMBA	California State University, Fullerton, Latino Communications Initiative
Asian American Advertising Federation (3AF)	Capri Urban Baldwin
Asian American Coalition of Chicago	Caribbean Cultural Center African Diaspora Institute (CCCADI)
Asian American International Film Festival	Center for Asian American Media (CAAM)
Asian American Journalists Association-Los Angeles (AAJA-LA)	Center for Asian Americans United for Self Empowerment (CAUSE)
Asian American Journalists Association-New York (AAJA-NY)	Chicago Crusader
Asian American Legal Defense and Education Fund (AALDEF)	Chicago Foundation for Women
Asian Americans Advancing Justice (AAAJ)	Chicago Urban League
Asian Americans Advancing Justice-Asian Law Caucus	Chinatown Chamber of Commerce
Asian Americans Advancing Justice-Los Angeles Asian Americans for Equality	Chinatown-YMCA
Asian Business Association (ABA)	Chinese American Service League (CASL)
Asian Pacific AIDS Intervention Team (APAIT)	Coalition for the Remembrance of Elijah Muhammad (CROE)
Asian Pacific American Institute for Congressional Studies (APAICS)	ColorComm
Asian Pacific Islander American Chamber of Commerce and Entrepreneurship (ACE)	Community Build
Asian Pacific Islander American Scholarship Foundation (APIASF)	Congressional Black Caucus
	Destiny Outreach (DO)
	Emma L. Bowen Foundation
	Fiesta Broadway
	Fiesta del Sol
	Figure Skating in Harlem
	Gala/Cypress Hills
	Getty House Foundation
	Girl Scouts of Greater Chicago and Northwest Indiana
	Girls Today Women Tomorrow (GTWT)

Gold Rush Women's Conference	NAACP DuPage County
Hispanas Organized for Political Equality (HOPE)	NAACP Image Awards
Hispanic Alliance for Career Enhancement (HACE)	National Action Network
Hispanic Federation	National Association of Asian American Professionals (NAAAP)
Hispanic Scholarship Fund (HSF)	National Association of Black Journalists (NABJ)
HispanicPro	National Association of Hispanic Publications (NAHP)
Hollenbeck Police Activities League (PAL)	National Council of Asian Pacific Americans
Hong Kong Dragon Boat Festival	National Council of La Raza (NCLR)
Illinois Hispanic Chamber of Commerce	National Hispanic Foundation for the Arts (NHFA)
Imagen Foundation	National Hispanic Media Coalition (NHMC)
Imagen Marketing Consultants	National Latino Education Institute (NLEI)
Independent School Alliance (ISA)	National Museum of Mexican Art
Instituto del Progreso Latino	Organization of Chinese Americans (OCA)
Japanese American Service Committee	Outfest Film Festival
Johnson Publishing	Penedo Charitable Org
Kiwanis Club of Little Havana	People en Español
Kiwanis Little Havana Foundation	Plus Me Project
Kollaboration	Puerto Rican Arts Alliance
Korean American Community Foundation	Salvadoran American Leadership & Educational Fund (SALEF)
Koreatown Youth and Community Center (KYCC)	SF Chinese New Year Community Festival and Parade/
L.A.'s Promise	Chinese Chamber of Commerce
Latina Style Magazine	Society of Asian Scientists and Engineers (SASE)
Latino Heritage, Inc. / Latino Heritage Los Angeles	South Side Community Art Center
Latino Justice	Special Service for Groups (SSG)
League of United Latin American Citizens (LULAC)	Step Up Women's Network
Leimert Park Village Book Fair	T. Howard Foundation
Los Angeles Sentinel	Target Market News
Los Angeles Urban League (LAUL)	Taste of WVON
Louie Armstrong House Museum	Traders Village Houston
LULAC Council 648	United Negro College Fund (UNCF)
Lunar New Year Celebration/Murray Hill Chinese School	United States Hispanic Leadership Institute (USHLI)
Make the Road	Visual Communications (VC)
MegaFest	Walter Kaitz Foundation
Mexican American Legal Defense and Educational Fund (MALDEF)	Washington Informer
NAACP	YWCA



## ABOUT NIELSEN

Nielsen Holdings plc (NYSE: NLSN) is a global performance management company that provides a comprehensive understanding of what consumers watch and buy. Nielsen's Watch segment provides media and advertising clients with Nielsen Total Audience measurement services for all devices on which content — video, audio and text — is consumed. The Buy segment offers consumer packaged goods manufacturers and retailers the industry's only global view of retail performance measurement. By integrating information from its Watch and Buy segments and other data sources, Nielsen also provides its clients with analytics that help improve performance. Nielsen, an S&P 500 company, has operations in over 100 countries, covering more than 90% of the world's population. For more information, visit [www.nielsen.com](http://www.nielsen.com).



The background of the entire image is a solid blue color with a 3D wavy pattern. The waves are horizontal and flow from left to right, creating a sense of movement and depth. The lighting is soft, highlighting the ridges and shadows of the waves.

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