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DIVERSITY AND INCLUSION ARE CRUCIAL TO NIELSEN'S GROWTH, STRENGTH AND ABILITY TO INNOVATE. AT NIELSEN, WE HAVE PROVEN THAT DIVERSITY OF TALENTS, SKILLS, EXPERIENCES AND CULTURAL BACKGROUNDS MAKE OUR COMPANY STRONGER, AND I AM PROUD THAT OUR COMPANY'S 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.

THE WORK OUR DIVERSITY AND INCLUSION PROGRAM HAS ACCOMPLISHED OVER THE LAST 10 YEARS IS ALSO WHY WE FEEL AN EVEN GREATER RESPONSIBILITY TO SHARE OUR PROGRESS WITH ALL NIELSEN STAKEHOLDERS. THAT'S WHY I AM PLEASED TO PRESENT NIELSEN'S FIRST DIVERSITY AND INCLUSION REPORT, AN IMPORTANT MILESTONE IN THE HISTORY OF OUR COMPANY. THIS REPORT IS A SIGNIFICANT STEP IN DOCUMENTING OUR PROGRESS AND OUR COMMITMENT TO STRENGTHENING CONNECTIONS WITH THE CLIENTS AND COMMUNITIES WE SERVE.
EXECUTIVE SUMMARY

WELCOME TO OUR FIRST DIVERSITY AND INCLUSION REPORT. IN THESE PAGES, WE SHARE OUR COMPANY’S COMMITMENT TO DIVERSITY AND INCLUSION AND SHOWCASE HOW WE LEVERAGE A FIVE-PRONG APPROACH TO INFUSE DIVERSITY AND INCLUSION INTO THE DNA AT NIELSEN AND IN ESSENCE CONNECT TO COMMUNITIES, CLIENTS AND EMPLOYEES IN ORDER TO DRIVE BUSINESS RESULTS.
Nielsen is committed to accurately measuring consumer behavior representing a wide range of ethnicities, cultures and organizations worldwide. We are similarly invested in diversity within Nielsen, committed to ensuring that our workforce represents the communities where we live and work. In our efforts to recruit and retain top talent around the globe, we embrace the skills and ideas of people with different backgrounds, experiences and perspectives. We know that our growth and long-term success depend on our ability to remain an employer of choice for a diverse workforce.

Nielsen has made remarkable progress since launching our diversity and inclusion (D&I) program in the U.S. 10-plus years ago. Nielsen’s D&I program expanded globally beginning in 2013 with foundational training for all people managers, titled “Managing an Inclusive Work Environment.” Now we offer online training, “Working in an Inclusive Environment,” to all 43,000 of our employees globally in 10 languages, and the training has been completed by associates in more than 66 countries.

In 2015, Nielsen’s outreach through our U.S.-based Strategic Community Alliances and Consumer Engagement team included thought leadership and advertising campaigns to share Nielsen insights on what multicultural communities watch, buy and listen to. Additionally, the Strategic Community Alliances team provides philanthropic engagement via memberships and event sponsorships where we can showcase our insights and data.

Nielsen’s investment in global leadership development has been unwavering. Among our learning and development programs is an 18-month “mini-MBA” leadership development program called the Diverse Leadership Network (DLN), which is focused on cross-cultural coaching, executive networking, and learning through structured curriculum, faculty workshops and case studies.

In 2015, our six-year-old award-winning supplier diversity program was expanded to include corporate sustainability to further Nielsen’s corporate objectives for cost leadership and revenue growth and to support its purchasing culture calling for long-term diverse-supplier partnerships.

We are pleased to see diversity and inclusion act as a catalyst to help employees live the Nielsen Experience where our associates are encouraged to Be Yourself, Make a Difference and Grow With Us. Our goal is to help both internal and external audiences connect the dots between population shifts (affecting both communities and businesses) and the revenue opportunities for products and services that will appeal to these new consumers. There has never been a better time to be at Nielsen.
2015
YEAR IN REVIEW
At Nielsen, diversity and inclusion are integral parts of our organization’s makeup. We value diversity of thought, experiences, abilities, skills and cultural backgrounds. By leveraging these differences in an inclusive work environment, we’re able to create innovative solutions to meet the needs of our clients, our employees and the communities we serve.

D&I is one of Nielsen’s key operating philosophies. Our mission is to “infuse D&I into the DNA at Nielsen.” We do this by focusing on a five-prong strategy:

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 and retention, community outreach, professional development, and engagement and education as a development experience

4. **SUPPLIER DIVERSITY:**
   setting a goal to increase spend with diverse businesses and mentoring diverse suppliers

5. **EDUCATION:**
   building awareness of global population shifts, multicultural consumer buying power, expanding STEM focused curriculum and connecting clients through our community alliances initiatives
VALUING DIVERSITY AND INCLUSION THROUGHOUT OUR COMPANY

We have focused on ensuring that all of our associates understand our vision and mission and are committed to the important role they play in an inclusive work environment. A variety of learning opportunities were created to help members of our organization understand the value of an inclusive work environment in terms of Nielsen’s growth, strength and ability to innovate.

Unconscious Bias Training

DIVERSITY AND INCLUSION LEARNING

In 2013, we invested in inclusion training for all people managers: an interactive eight-hour classroom training designed to ensure that we speak the same language regarding our commitment to diversity and inclusion and that we understand it to be a global business imperative. Kaleidoscope Group, a certified minority supplier, conducted the foundational training.

In 2014, “Managing an Inclusive Work Environment,” the foundational training, was expanded globally to more than 70 Nielsen offices around the globe. Working with regional leaders, we tailored the training to provide regionally relevant materials so the messaging would be illustrative of local diversity and inclusion dynamics. Additionally, the people manager version of the training became the basis for an online 30-minute version for all employees. This training has been translated into 10 languages so it can be viewed around the globe.

In 2015, we moved forward with a second educational initiative to provide unconscious-bias training to our leaders throughout the organization. This training, provided by Cook Ross, a certified women business enterprise, is available in classrooms or via virtual facilitator-led workshops. It is designed to help employees understand how to recognize and mitigate the impact of unconscious biases in daily leadership decisions and workplace environments.

Our commitment to infusing D&I into the DNA of Nielsen could not be possible without the support of our seven employee resource groups (ERGs) and the Diverse Leadership Network. Both are great examples of how we value the connection between the individuality and talent of our employees.

93% OF OUR PEOPLE MANAGERS IN 66 COUNTRIES RECEIVED D&I TRAINING
Our ERG program is an inclusive, global volunteer organization where more than 6,700 employees network across all business areas and all geographies. These members encourage and foster our work philosophy of the Nielsen Experience, where you can “Be Yourself, Make a Difference and Grow With Us.”
2015 enERGize EXPERIENCE WEEK
Annually the ERGs engage the entire organization globally in a week of activities to share the value and impact of our ERGs. In 2015, we more than doubled the number of locations that participated in ERG Experience Week, with 6,500 employees in 57 countries participating in 86 events—10 of which engaged clients—either in person or virtually. As a result, ERG membership increased by 3.5%, and the number of associates who follow our ERGs through internal social media increased by 14%.

ERG members participate in professional development, community outreach, client best-practice sharing and networking activities. In addition, many have the opportunity to demonstrate leadership, project management and presentation skills—all of which they learn and hone through ERG participation.

2015 ERG BUSINESS IMPACT
Operating under the four focus areas—recruitment and networking, professional development, education and engagement, and community outreach—our ERGs provide a wonderful environment where employees can grow and strengthen Nielsen.
2015 enERGize Experience Week:
6,500 associate participants across 57 countries

COMMUNITY OUTREACH
- 5,608 volunteer hours
- 1,403 total events
- 809 organizations engaged

- STEM events in local schools and communities
- 7 STEM events
- 700 students engaged in Nielsen ERG STEM events

EDUCATION/ENGAGEMENT
- 4,465 attendees participated in over 105 events
- 3 diverse intelligence series events in 3 US regions

- Nielsen’s “Winning with the Multicultural Consumer: What is it to you?”
- Energize: The Power of ERGs, Nielsen Neuro Case Study
- “Affinity Mashup”
Our ERGs engage with business leaders to develop innovation solutions and work on projects that have an impact on the business:

- **PRIDE ERG** authored the fourth consecutive LGBT Consumer Report, titled *Proudly Setting Trends: The 2015 LGBT Consumer Report*. The report was featured as part of a panel at the 2015 Global Out and Equal Conference, and $10,000 in incremental revenue was generated from clients adding LGBT data to panel data.

- **HOLA** proposed leveraging existing Nielsen resources to define universe estimates for the Spanish primary, to use Hispanic population to enhance the Mobile Insight Survey and potentially implement across other Nielsen products. This project will reduce the cost of Mobile Insights by $36,000.

- Nielsen **ADEPT ERG** formed a strategic alliance with Special Olympics Inc. to assist the organization’s efforts to understand the impact of its programs and influence of people with intellectual disabilities, as well as the attitudes of the general population using our data, measurement and analytic capabilities.

- The **SABLE ERG** established the best practice of hosting Diverse Intelligence Series events in partnership with Nielsen clients. These client-focused events showcase Nielsen’s insight and data on multicultural and diverse consumers in the U.S., Canada and Europe, engaging more than 500 clients and external organizations across these locations.

- **SERV** authored and published its third consumer report, *Connecting With Women in the Military*. The report, illuminating military consumer habits, generated new client business proposals and the hiring of 240 veterans within our organization.

In 2015, to invest back in our ERG leaders, we launched the **ERG Leadership Program**, to develop and grow the diverse pipeline. In March of each year, we bring these leaders together for a leadership Summit and we recognize and reward the top ERG leaders. The ERG leaders recognized for outstanding performance in 2015 were:

- **Clayton Yeung** for AAL
- **Diane Sare** for ADEPT
- **Andrew Parraga** for HOLA
- **Matt Yazge** for PRIDE
- **Cecilie Westh** for WIN International
- **Leslie Krohn** for WIN U.S.
- **Marisa Ings** for SABLE
- **Nicole Yaniz** for SERV
The Diverse Leadership Network is the embodiment of Nielsen’s commitment to provide high-potential, diverse associates with the opportunity to grow their careers in our company. It provides a world-class leadership development platform that is more diverse, sustainable and representative of the clients, markets and communities we serve.

It is an 18-month leadership development program designed to foster extraordinary, innovative leaders. The focus is on associates who are at an early to middle level in their careers and represent diverse backgrounds and life experiences. Providing associates with opportunities for professional and personal growth is one important component of our global D&I strategy. The program includes online courses, workshops and hands-on skill-building experiences. With Nielsen executives as faculty, program participants benefit from access and exposure to senior leadership across all areas of the business.
Class participants of the Diverse Leadership Network have engaged in unique business projects and case studies like these:

- **Supplier Diversity Competition**: provided pro bono consulting to minority-owned small businesses
- **STEM outreach**: developed Nielsen custom curriculum to promote science, technology, engineering and math education for students from underrepresented populations
- **Mobile measurement**: recommended solutions for Nielsen to expand offerings in mobile measurement
- **Revenue generation**: identified opportunities to drive revenue across the organization to meet goals
- **ERG Experience Week**: internally called enERGize Week, a global weeklong media campaign to promote ERG awareness and drive membership
1. Recruitment and Networking
We supported campus and multicultural career fair recruitment activities. Also, we developed networks to increase representation of diverse talent at all levels.

2. Professional Development
We utilized the ERGs as an opportunity to support professional development initiatives, ensuring continuous learning for diverse talent.

TALENT RECRUITMENT, RETENTION AND LEADERSHIP INITIATIVES

IN 2015, HR ESTABLISHED REPORTING FOR THE REQUIREMENT OF DIVERSE INTERVIEW SLATES FOR ALL OPEN POSITIONS IN NORTH AMERICA.

Our People Analytics team launched a new data visualization tool to give Human Resources and senior leaders a closer look at foundational employee metrics, such as associate demographics, hiring rates, role changes and job openings. That tool has allowed us to identify areas in which we could further grow our multicultural workforce inclusion.

Retention of our diverse talent is as important as recruiting efforts. For every percentage point of voluntary attrition our company prevents, there is a potential cost avoidance of up to $5 million. We are focused on hiring from the colleges and companies that are a good fit for our business culture, and we’re using initiatives like the DLN to engage associates in the first few years with our company. Fast-tracking the internal movement of top talent and building a predictive attrition model will help us do a better job of forecasting attrition and help us become more proactive in our retention of top diverse talent.

Together, we connected our corporate diversity vision with hiring and retention objectives to help position Nielsen as an academy company and place that cultivates future leaders. We have four key areas of focus:

- 50% of Nielsen Employees are Women

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3. Community Outreach
ERG members volunteered services in support of community alliance events, Nielsen Cares Green activities and supplier diversity initiatives.

4. Education and Engagement
We provided engagement and education opportunities to increase cultural competence and drive inclusion among employees, clients and consumers. Leveraging the curriculum designed by the DLN participants, our ERGs customize the program and offer STEM programs to local schools and community organizations. Last year, our ERGs hosted seven STEM events and engaged more than 700 students in these events.

Nielsen will continue to take a holistic approach to improve the experience for current associates and future candidates looking to advance their career within our company.

2015 BIG DIVERSITY AND INCLUSION WINS!

- Chief Diversity Officer appointed as direct report to CEO
- For the third consecutive year, we moved up DiversityInc’s list of Top Companies for Diversity
- After a weeklong global engagement, we saw 38% growth in ERG membership outside the U.S.
- The Diverse Leadership Network has 100% retention and movement of graduates
- 24% year over year diversity spend growth between ’14 to ’15
EMPOWER: MULTICULTURAL COMMUNITY OUTREACH

OUR PHILANTHROPIC AND EVENT SPONSORSHIP PRIORITIES

In 2015, the U.S. Community Alliances team sponsored close to 200 community organizations events, building upon our ongoing efforts to elevate Nielsen’s brand awareness among communities of color nationwide. Increased awareness of our brand helps ensure greater probability that when multicultural consumers are asked to participate in a Nielsen study or survey, they will do so.

Through our alliances with organizations such as the Association of Hispanic Advertising Agencies (AHAA), 100 Black Men of America, and the Asian Chamber of Commerce and Entrepreneurship (ACE), we have had hundreds of thousands of touchpoints with Hispanic, African-American and Asian-American consumers. These touchpoints have allowed us to amass a database with information from almost 150,000 of these consumers. That database has become a tremendous consumer relationship management resource; our data teams use it to supplement the population samples with which they work.

In addition, the Community Alliances team’s support in socializing the Diverse Intelligence Series of reports published in 2015 led to thousands of positive press placements—in the business press as well as multicultural English and in-language media—for the Nielsen brand. Further, the report series itself fueled our ability to empower communities of color to assert their voices as “conscious consumers.” These efforts have created a positive impact, not only by positioning Nielsen in the marketplace as a leader in understanding multicultural consumers, but also through the goodwill generated by our grassroots efforts to uplift and empower the communities we serve.

IN THE COMMUNITY IN 2015

Whether we’re attending a community festival, representing Nielsen’s voice in a conversation about multicultural consumers on a panel, or influencing influencers at black-tie events, our goal every day is to empower diverse communities and consumers with the knowledge that To Nielsen, You Matter.

Capri Urban Baldwin

Uniting the diverse communities of Crenshaw and Baldwin Hills, Calif., formerly known as “Black Beverly Hills,” is the Baldwin Hills Crenshaw Plaza. Here, diverse consumers congregate to shop, socialize and attend community events designed to reflect the history and interests of the vibrant surrounding communities. Events like these provide an ideal platform to share Nielsen’s insights about the power of multicultural consumers to empower and inspire members of Los Angeles’ diverse communities. In 2015, Nielsen sponsored “Up Close & Personal with Hill Harper,” where Cheryl Pearson-McNeil joined Harper onstage for a discussion about the strides made in increasing diversity in the media and the challenges still left to tackle in order to ensure that multicultural consumers are represented accurately.

(Photo credit Capri Urban Baldwin)
L.A.'s Promise
L.A.'s Promise is an education organization designed to ensure that diverse Los Angeles students graduate high school ready for college and career. Nielsen relishes the opportunity to get our insights into the hands and minds of students as they get ready to start their careers and enroll in college. Nielsen sponsored several L.A.'s Promise events this year and shared empowering insights with students and their parents. At one event, the Senior Awards Night, Stacie de Armas presented scholarship awards to hardworking students so they could pursue education in science, technology, engineering and math (STEM) fields, preparing them for careers in the modern workforce.

Asian American Legal Defense and Education Fund
The Asian American Legal Defense and Education Fund (AALDEF) is a national organization dedicated to protecting and promoting the civil rights of Asian-Americans—a purpose that is, in part, also served by the empowering insights shared by the thought leaders of Nielsen’s Community Alliances team. In 2015, Nielsen sponsored a theater party where attendees had the privilege of seeing “Allegiance,” a play partly based on the life of George Takei and his family’s extraordinary journey through internment camps in America during World War II. Following the show, attendees were also treated to a Q&A with Takei, and Nielsen representative Betty Lo shared enlightening Asian-American insights, building upon the incredible and inspiring stories of the Asian-American experience.

Midway Broadcasting Company, WVON 1690
WVON 1690 dubs itself “The Talk of Chicago” and is one of the leading sources of information for Chicago African-Americans. The talk on WVON’s airwaves is spoken directly to the community, which is why Community Alliances is so eager to collaborate with the station. Every year, WVON puts on the Taste of WVON, a daylong celebration of the music, food and community-building power of WVON. In 2015, the Taste of WVON attracted around 10,000 Chicagoans to Lorraine Dixon Park, where Nielsen representatives educated them on Nielsen and their consumer power as African-Americans both at one of Community Alliances’ signature booths and during an on-air interview featuring Cheryl Pearson-McNeil.

Hispanic Federation
Nielsen is a proud supporter of the Hispanic Federation, because its mission of improving the Latino community by engagement with 100 grassroots Latino organizations around the U.S. is an ideal complement to Nielsen’s mission of empowering members of the Latino community with insights about the wide-reaching influence of Latino consumers. In 2015, Nielsen supported the federation’s annual gala as well as its Night of 1000 Friends Gala, where remarks were delivered by Nielsen Hispanic/Latino Advisory Council Co-chair Luis Miranda to a room full of movers and shakers across the fields of media, entertainment, politics, education and more.
Los Angeles Sentinel
The Los Angeles Sentinel, one of the nation’s leading African-American newspapers, has been a fruitful collaborator with Nielsen, as the paper has a direct line to the African-American community in Los Angeles. In 2015, Nielsen sponsored the Sentinel’s Taste of Soul festival, which attracted more than 350,000 people to Crenshaw Boulevard for music, food and family fun. Nielsen addressed hundreds of thousands of these consumers during an on-stage presentation to a swelling crowd and interacted with attendees directly in a Nielsen booth, where representatives educated festival-goers on Nielsen, shared empowering multicultural consumer insights and collected sociodemographic information from booth participants for Nielsen’s CRM database via You Matter forms.

National Hispanic Media Coalition
The National Hispanic Media Coalition (NHMC) is an organization that works toward a media industry that is fair and inclusive of Latinos, so Nielsen’s insights around what and how Latinos consume video content serve as an ideal complement to NHMC’s messages of media fairness and inclusion. In 2015, Nielsen sponsored the NHMC’s annual luncheon and its annual MediaCon, where Stacie de Armas addressed Latino media leaders from around the country, explaining the diverse world of Latino video viewing.

Asian Pacific Islander American Scholarship Fund
The Asian Pacific Islander American Scholarship Fund (APIASF) is one of the nation’s leaders in youth investment. The fund provides more scholarships to Asian-Americans and Pacific Islanders (AAPI) than any other nonprofit, so these students can attend college and become contributors to a more vibrant America. The increasing vibrancy of America is a story frequently shared in Nielsen’s Diverse Intelligence Series, so the organization’s goals align directly with Community Alliances objectives. In 2015, Nielsen sponsored several events with APIASF, including the Higher Education Summit, where Betty Lo spoke about the power of Asian-American consumers and the 2015 Asian-American consumer report.
**Hong Kong Dragon Boat Festival.**
The Hong Kong Dragon Boat Festival is an annual day of fun and cultural celebration on the shores of Meadow Lake in Queens, N.Y. Nielsen was eager to collaborate with the organization for the opportunity to partake in this unique and authentic celebration of Chinese culture, and to interact with more than 2,500 members of the Asian community in New York. Last year, Nielsen gave remarks and hosted an engaging booth, resulting in the collection of sociodemographic information on nearly 1,300 festival attendees for our CRM database.

**People en Español.**
In its fourth year, the People en Español festival was hosted for the first time in New York, and Nielsen was on hand to sponsor the incredible two-day event featuring celebrities, opinion makers and leaders from around the Latino community in a celebration of Latino culture. Nielsen hosted another of its signature interactive booths, collecting sociodemographic information from more than 1,600 attendees for the CRM database.

**CONSUMER RELATIONSHIP MANAGEMENT: CREATING VALUE FOR CLIENTS WITH THE COMMUNITY**
The supplemental multicultural sample is increasingly important to Nielsen and our clients as the United States moves toward a multicultural majority, which is projected to take hold by 2044, according to the U.S. Census. In fact, Millennials, born between 1977 and 1995, or ages 21–39, who are often depicted as an accurate snapshot of the future, are 40% multicultural. This trend is demonstrated further among children under age 9, who in the United States are more than 50% multicultural. This only further illustrates the importance of an ethnically diverse, demographically representative population sample within Nielsen’s panels, not just for Nielsen’s ability to analyze trends in content consumption and purchasing, but also for Nielsen’s clients to understand the multicultural impact on consumer preferences that are rippling across the American mainstream.
NIELSEN EXTERNAL ADVISORY COUNCILS

Nielsen’s External Advisory Councils (EAC) represent the interests of the African-American, Hispanic/Latino and Asian-American communities to provide input and insight to enhance the continuous improvement and quality of Nielsen’s recruitment of, engagement with and interaction with multicultural consumers and communities. Our councils regularly advise Nielsen on key issues such as multicultural-panel recruitment and engagement strategies, brand awareness strategies to communicate with multicultural communities, diversity in representation and retention of Nielsen’s U.S. workforce, and execution of our minority business enterprise supplier spending program.

The EACs are composed of exemplary leaders in a range of business, community, education, entertainment and faith-based organizations. We bring the three councils together twice a year for Joint Advisory Council meetings to ensure that their collective voices are heard. They also advise Nielsen on an ongoing basis on how to further enhance the continuous improvement and quality of Nielsen’s recruitment of, engagement with and interaction with multicultural consumers and communities.

The feedback Nielsen receives from the councils is used to develop company policies, expand employee training and benefits programs, create new client programs and services, and refine our interaction with the people we engage for information through Nielsen panels and surveys. We have a focus on measuring and analyzing how people of diverse multicultural backgrounds interact with digital platforms, traditional media and in-store environments. As multicultural communities grow and buying power and influence increase, these efforts ensure that our Total Audience Measurement provides our clients with the insights they need to maximize their performance and growth in the face of these population changes.
At 120 million strong and increasing by 2.3 million annually, multicultural consumers collectively represent a powerful growth engine for the U.S. economy, on target to become the population majority within the next 30 years. Nielsen has witnessed the cultural shift brought on by these population changes through the grassroots efforts in diverse communities of the Community Alliances team.

For six years, Nielsen, through the Community Alliances group, has sought to quantify and document these shifts and the influence of multicultural consumers. And 2015 marked the fifth consecutive year that Nielsen published its Diverse Intelligence Series reports.

Nielsen DIS is a collection of comprehensive reports focused solely on U.S. diverse consumers’ unique consumption and purchasing habits. These reports began with a focus on multicultural communities, featuring insights detailing behaviors of African-American, Asian-American and Hispanic/Latino consumers and serving as a cultural guidepost about multicultural communities across the U.S. In 2013, additional diversity was highlighted in reports such as the state of the LGBT consumer and the military consumers.

The insights in the reports help clients stay ahead of the latest trends and marketing opportunities necessary to grow and strengthen business opportunities in diverse communities, while empowering those consumers with insights about their influence on the U.S. mainstream.

In 2015, through the outreach efforts of the Community Alliances team, the multicultural reports generated thousands of pieces of press coverage with millions of media impressions in outlets such as Yahoo! Finance, DiversityInc, Broadcasting and Cable, Asian Journal, Black Enterprise, “NewsOne” with Roland Martin, CNNMoney, FOX Business, “Steve Harvey Show,” NBC News Digital Edition, PR Week, EFE, Univision Noticias, Telemundo and “Tiempo,” among others.

In addition to the earned media, community-based sponsorships and thought leadership opportunities, a critical component in the Community Alliances mission to elevate the Nielsen brand is our paid-media strategy, which includes culturally nuanced advertising creative that resonates with multicultural communities. Our strategy has included cross-platform, English and in-language creative that reminds consumers of color about the importance of participating in Nielsen’s studies and surveys.

As a result of the 2015 efforts, Community Alliances, in collaboration with the team of advertising consultants with expertise in Asian-American, Hispanic and African-American communities, successfully elevated Nielsen’s brand awareness and familiarity, both aided and unaided, among consumers of color. Unaided awareness is up 8%, 4% and 3.4% among African-Americans, Hispanics and Asian-Americans, respectively. Aided awareness is up 16%, 11% and 4% among African-Americans, Hispanics and Asian-Americans, respectively, while familiarity is up 20%, 11% and 13% across the three respective communities.
ENGAGE: SUPPLIER DIVERSITY AND SUSTAINABILITY

Nielsen relaunched its Supplier Diversity program focused on incorporating our RIISE [revenue, income, infrastructure, spend, and education] strategy. Together, our company established a supplier diversity program that is a strategic imperative in matching diverse suppliers with key procurement opportunities and mentoring initiatives to help us move closer to achieving a corporate wide diverse spend goal of 10 percent.

CORPORATE INITIATIVE AND SPEND TRENDS

Our globally recognized supplier diversity program has consistently grown in terms of spend and program innovations that have an economic impact on the communities we serve. The diverse suppliers in our supply chain reported they've added more than 200 jobs as a result of doing business with Nielsen. We believe a true measure of a successful supplier diversity program is the introduction of innovative initiatives to the entire supplier diversity community, too. While our goal for spend with diverse suppliers is only based on U.S. sourceable spend, we're actively working to expand our program globally, beginning with South Africa's Broad-Based Black Economic Empowerment (BBB-EE).

Helping diverse suppliers develop into becoming their own future behemoths is what also matters. In 2015, we collaborated with our Diverse Leadership Network to launch a supplier diversity competition. Certified diverse businesses that were registered in our supplier registration database submitted descriptions of business pain points for a chance to win one of two pro bono consulting opportunities from Nielsen.

Winning entries came from StartingPoint Human Capital Advisors and eNautics, start-up companies each with less than six months in business. Winners were flown to our Nielsen Tampa location to meet DLN teams assembled to help them apply Nielsen's analytic tools for pricing and market analysis to build compelling business solutions. In the end, the diverse business owner and DLN team members received significant exposure from senior-level decision makers across Nielsen businesses.

Client engagement also increased for our supplier diversity program. Nielsen client business partners teamed up with the vice president of supplier diversity for key client meetings to create mutually beneficial business ideas and resources. Meeting with senior leaders from global companies like P&G, Walmart, Kroger, Comcast/NBC Universal, and the Walt Disney Co. strengthens our ability to exceed supply chain, workforce and innovative-services expectations within our organization.
INCORPORATING SUSTAINABILITY

Quarterly diversity scorecard meetings assisted our senior leaders with finding impactful spend categories for diversity and inclusion. Nielsen’s Sourcing group established a vendor management team and a supplier diversity and sustainability manager and analyst. This team of 14 members manages post-contractual evaluations of 40–50 suppliers through a scorecard process and regular review cadence. The reviews address supplier performance on operational metrics, financial health, diversity and sustainability.

Nielsen is committed to incorporating sustainability into our business process throughout the life cycle of a Nielsen supplier. During the supplier selection phase, diversity and sustainability are two of the criteria considered during the request for proposal (RFP) process, along with our requirements for performance, quality, service and cost. Evaluation of a prospective supplier's environmental, social and governance performance occurs at both the company level and the products and services level. The goals are to evaluate and assess where our suppliers can decrease negative environmental and social impacts that affect our supply chain and drive them toward more positive impacts.
2015 DIVERSE SPEND

Collectively, Nielsen’s efforts grew our total diverse spend to an unprecedented level of $75 million, which represents a 24% year-over-year growth. This means 8% of our U.S. sourceable spend was with certified diverse-owned businesses.
TIER 1
$44M DIRECT PURCHASES FROM CERTIFIED DIVERSE-OWNED BUSINESSES

TIER 1 SPEND BY CLASSIFICATIONS

MBE: 42%
WBE: 55%
VBE: 2%
DVBE: 1%
LGBT: 1%

TIER 1 MBE SPEND BY ETHNICITY

AFRICAN-AMERICAN: 57%
ASIAN-AMERICAN: 4%
HISPANIC: 39%

TIER 1 CATEGORIES OF PURCHASES FROM MBEs

FACILITIES: 80%
HUMAN RESOURCES: Less than 1%
MARKETING, RESEARCH & PRODUCTION: Less than 1%
PROFESSIONAL SERVICES: 9%
TECHNOLOGY & TELECOM: 8%
VEHICLES: Less than 1%
FINANCE: Less than 1%

*Excludes Tier 2 and corporate card purchases

*Excludes Corporate Card purchases
TIER 2
$31M IN PURCHASES FROM DIVERSE BUSINESSES REPORTED BY CURRENT NIELSEN SUPPLIERS

TIER 2 SPEND BY CLASSIFICATIONS

YEAR OVER YEAR DIVERSE SPEND GROWTH

24% YEAR OVER YEAR GROWTH

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<td>MINORITY-OWNED BUSINESS ENTERPRISE (MBE)</td>
<td>Professional Services</td>
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<td>Technology &amp; Telecom</td>
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<td>Facilities</td>
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<td>WOMAN-OWNED BUSINESS ENTERPRISE (WBE)</td>
<td>Market Research</td>
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<td>Marketing Research</td>
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</tr>
<tr>
<td>Cunningham Field &amp; Research Services</td>
<td>WOMAN-OWNED BUSINESS ENTERPRISE (WBE)</td>
<td>Market Research</td>
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<tr>
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<td>VETERAN-OWNED BUSINESS ENTERPRISE (VBE)</td>
<td>Technology &amp; Telecom</td>
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SUPPLIER DIVERSITY REPORTS

Three years ago, we released our first annual Supplier Diversity Annual Report, enriched with sets of building blocks, tasks and measurable goals we’ve initiated to mature our program. As we look upon the legacy of these reports, we will continue to remain transparent about the growth of our program and innovative initiatives to support the needs of our clients, internal associates, suppliers and communities we rely on for business.
2016
CONNECTING
THE DOTS
SMALL CHANGES, BIG RESULTS

WHAT WE’RE DOING DIFFERENTLY

In 2016, Nielsen appointed Angela Talton, former senior vice president of diversity and inclusion, as chief diversity officer. Under Talton’s leadership, one of our key operating philosophies is diversity and inclusion, because it is crucial to Nielsen’s growth, strength and ability to innovate. In 2016 and beyond, we’ll be focusing on exactly how diversity and inclusion can lead to superior financial results for our clients and for Nielsen.

Inclusive data that is representative of all consumers has been our promise since Nielsen was founded. In the past 10-plus years, we’ve made great strides to ensure that we are keeping this promise. We’ve implemented all of these initiatives:

- Employee resource groups (ERGs)
- External Advisory Councils—subject-matter experts—to help us craft a D&I strategy
- Community Alliances team and supplier diversity program, in which our leaders serve as spokespeople in diverse communities
- Benchmarks, scorecards and diverse candidate slates to hold our leadership accountable for reflecting the communities we measure
- D&I training that defines diversity and inclusion at Nielsen:
  - Diversity: variety of abilities, skills, experiences and cultural backgrounds
  - Inclusion: valuing and leveraging differences to achieve superior results
- Global Diversity Council, which will hold its first meeting to discuss inclusion initiatives common throughout the organization by brainstorming and sharing best practices
So what’s next for Nielsen’s D&I journey? Connecting the dots. Here’s how:

- By engaging the Community Alliances team’s abilities to tell the story of the global multicultural population shift
- By continuing to value the diverse skills, talents, experiences and cultural backgrounds of our employees as part of our D&I operating philosophy
- By celebrating the work our Multicultural Center of Excellence does with our client service teams to market to multicultural consumers, and the client partnerships they develop to identify new products and services that will appeal to these consumers
- By collaborating with our business units to understand the revenue opportunities for our clients, which would allow us to capitalize on the multicultural insights that only we can provide to the marketplace
DIVERSITY & INCLUSION

Key operating philosophy

Value diversity of thought, experiences, skills, background

Crucial to Nielsen’s growth, strength and ability to innovate

MULTI-CULTURAL CENTER OF EXCELLENCE

Finding client solutions for new product launches

Marketing to the multi-cultural consumers (increasing revenue)
MIDYEAR PROGRESS

In 2016 and beyond, we will be focusing on exactly how diversity and inclusion can lead to superior financial results for our clients and Nielsen. This vision Connect the Dots between the global, multicultural population shift and our need for diverse skills, talents, experiences and cultural backgrounds in our workforce. We’ll celebrate client partnerships and wins with multicultural consumers—collaborating with business units to understand the revenue opportunities for our clients. Connecting the dots in our workplace and the community will allow us to capitalize on the multicultural insights that we uniquely provide to the marketplace.

Nielsen ranked No. 41 on DiversityInc’s Top 50 Companies for Diversity, up one position from last year. More than 1,800 companies participated in the 2016 benchmarking study (up from 1,615 last year). Each company’s rank is based on an objective analysis of 183 separate factors, based on data from a 300-question survey. The four equally weighted areas of measurement are talent pipeline, equitable talent development, CEO/leadership commitment and supplier diversity.

Q1 DIVERSITY METRICS
We continue to see improvement in our representation versus last year. In Q1, racial/ethnic diversity is 36% (up 2%). Female diversity is 50% globally (up 1%) and 51% in the U.S. (up 1%). In our senior management bands (bands 1–3), our racial/ethnic representation at 19% exceeds the average for DiversityInc’s Top 50 companies, which is 15%. Senior management in the U.S. is 34% female, outpacing DiversityInc’s Top 50, which averages 33% female. In 2015, Nielsen’s spend with certified diverse suppliers was $75 million, or 8% of total spend. This was a 24% improvement in spend since 2014.
IN THE NEWSCENTER:
ANGELA TALTON ON HOW EVERYONE WINS
WITH DIVERSITY

Angela Talton, chief diversity officer, published a piece in Nielsen’s News Center titled “Diversity: Better Business—Not Just the Right Thing to Do.” The article outlines three examples of how leveraging diversity leads to superior financial results.

NIELSEN DIVERSITY COUNCIL

The Nielsen Diversity Council brings together our senior executives, business leaders, human resources and ERG members and sponsors twice a year to align around our diversity and inclusion strategic approach and to champion efforts that infuse D&I into the DNA at Nielsen. The council works alongside our D&I team to promote diversity awareness, support the implementation of inclusion programs, and deliver on our commitment to building an inclusive work environment that is representative of the communities and clients we serve. Council members champion this vision and help set and manage the progress of business-unit-specific goals. In 2016, the Nielsen Diversity Council committed to setting targets for workforce diversity and supplier diversity spend, deepening our talent review processes, and extending external engagements to increase Nielsen brand awareness.
COMMUNITY ALLIANCES

As part of our core business, Nielsen is committed to accurately measuring a broad range of consumer behavior representing the changing global consumer. As a part of the new strategy with a renewed focus on the interests of the business units that serve Nielsen’s clients, Community Alliances reports directly to the Office of the Chief Diversity Officer. As a result of this realignment and redefined focus, a new goal of the group seeks to leverage community events to connect four key operating pillars: Community Alliances, diversity and inclusion (supplier diversity, employee resource groups and recruitment), Nielsen’s Multicultural COE and our business units. Ensuring that each outreach opportunity is inclusive of these pillars allows Community Alliances to connect the dots back to the needs of Nielsen’s clients.

For 2016 to date, we have had tremendous success in doing so. Through partnerships with organizations such as the Association of Hispanic Advertising Agencies (AHAA), publications like Black Enterprise, and clients like Walmart, we have seamlessly connected several areas of Nielsen’s business operations to execute top-tier event activations that offered senior-level client visibility and opportunities to enrich Nielsen’s commitment to diversity within our organization.

Black Enterprise Women of Power Summit: Walmart Beauty in Politics
In May, Walmart sought out Community Alliances, citing our reputation in community engagement, seeking to leverage Nielsen’s comprehensive knowledge of diverse consumers as part of a collaboration at the Black Enterprise Women of Power Summit in Hollywood, Florida. As a component of the activation, Nielsen developed a custom survey to help Walmart understand the beauty buying preferences of black women; the survey was administered during the session to more than 100 attendees. Additionally, as a part of this activation, Walmart invited Cheryl Pearson-McNeil to speak on its Beauty and Politics panel, where she shared insights about the consumer power of African-Americans and how that power can translate into an attractive return on investment for companies that win the trust and business of black consumers.

Association of Hispanic Advertising Agencies
In April 2016, the Community Alliances team joined forces with the Multicultural Center of Excellence, Client Solutions (Univision), Nielsen Audio and Nielsen Media Analytics to strengthen Nielsen’s presence at the Association of Hispanic Advertising Agencies 2016 Annual Conference over two days of impactful client engagement. In partnership with Culturati, Nielsen’s Multicultural COE kicked off the conference with a session providing insights about and clear guidelines on how to apply “Spanglish” for maximum communication effectiveness, appeal and cultural relevancy among Hispanics from all acculturation segments and non-Hispanics.

As part of the two-day activation, Community Alliances delivered sponsor remarks during the annual awards luncheon, followed by Nielsen Media Analytics presenting Nielsen’s Share of Wallet Study during the conference’s general session. Nielsen closed the evening with a private reception honoring the achievements of pioneers Ernest Bromley of Bromley Advertising and Ceril Shagrin of Univision for their significant contributions to the Hispanic marketing industry.
Hispanic Alliance for Career Enhancement

Continuing on the traction built over the past two years, Community Alliances’ relationship with the Hispanic Alliance for Career Enhancement (HACE) led to a multipronged strategy supporting several of the organization’s events throughout 2016. HACE provides programs and services and that play a role in developing and supporting Latinos on their path to meaningful careers. This mission aligns directly with Nielsen’s recruitment and retention pillars, as well as our organizational goals of establishing educational programs to create a diverse talent pipeline into STEM fields.

In February 2016, we partnered with the organization to support their Sembrando el Futuro Gala in Chicago, where event leaders within the community and organizations that have demonstrated the values of HACE in achievement, ethics and empowering others were recognized. In May, Nielsen Community Alliances participated in the organization’s career fair, both as corporate sponsors and as on-site recruiters. As a part of the sponsorship agreement, we were also able to engage with HACE’s diverse pool of qualified candidates via Nielsen Career postings on HACE’s careers site as well as to email the organization’s membership. Finally, HACE extended a membership into Mujeres de HACE for two Nielsen associates. This women’s leadership program is five months of culturally relevant training to empower high-potential Latina professionals, at manager level or above, via collaborative mentoring and powerful relationships that continue beyond completion of the program. Two members of Nielsen’s Hispanic Organization of Leaders in Action (HOLA) will be enrolled in the 2016 class.
MULTICULTURAL EVENT ACTIVATION
Multicultural Engagements is working in conjunction with Membership Services on a project to improve panel representation in select markets where the number of African-Americans, Hispanics or Asian-Americans falls below the level acceptable to Nielsen. Initially, six markets will be selected for grassroots outreach that will consist primarily of participation in local community events that target specific racial and ethnic groups. Multicultural Engagements will identify organizations and events where Nielsen will participate, and Membership Services will provide staffing for the events and Nielsen brand giveaways. The Nielsen items that will be given to attendees of the various events will include basic information about the company with a request that, if Nielsen contacts the family, it will participate in the panel or survey. A plan is also being developed to extend these efforts into additional markets that have been identified as locations where there is an acute need for improvement in panel representation. A longer-term plan is being developed for improving panel representation in 2017.

SUPPLIER DIVERSITY AND SUSTAINABILITY
To date, we are positioned to have one of our most successful years in 2016. Our aggressive diversity spend growth will continue as we seek effective relationships with diverse suppliers and internal business units. We look to expand our team, finding ways to synergize with our sustainability efforts. We will also pursue goals that align with the vision of our CEO, Mitch Barns, who focuses on a greater purpose and meaning of what we do as employees of Nielsen. We will continue to push ourselves to create a program that affects not only Nielsen, but also our constituents, suppliers, clients and communities around the world.

To further develop a cohesive framework for Nielsen supply chain sustainability, we have made the following plans for 2016–2017:

- Creating a Nielsen Source Green Advisory Committee with cross-functional senior managers to support our program
- Updating our Supplier Code of Conduct, Sourcing and Vendor Management policies and practices to reflect this more comprehensive approach to ESG impacts
- Communicating our Nielsen Source Green initiative through various communication channels to increase internal and external awareness of supply chain sustainability
- Continually improving our own program and advancing the field of supply chain sustainability through participation in industry groups
INTERACT: GET INVOLVED WITH NIELSEN

CAREERS AT NIELSEN

Nielsen offers a world of opportunities. Whether you’re looking to grow with us, broaden your experience or find a new career adventure, Nielsen is great place to start.

No matter what your major or background, Nielsen is looking for the next generation of innovators and leaders looking to jump-start their career. Visit www.Nielsen.com/Careers

UNIVERSITY RECRUITING

Recruiting new talent at 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.

In 2015, our Talent Acquisition and University Relation leaders created a Focus 15 list of universities and colleges in which we would search for candidates. Our selection of schools was based on the following criteria:

- School ranking and academic reputation
- Appropriate degree programs offered
- School relationship and past recruitment success
- Proximity to Nielsen office with openings
- Diversity of student body
- Multiple programs recruiting (2+)

Our University Recruitment Champion Teams are on campus today in search of Nielsen’s leaders for tomorrow. We’ve partnered with the following 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
EMERGING LEADERS PROGRAM/LEADERSHIP

We encourage recent college grads to consider applying to the Emerging Leaders Program, which recruits recent graduates who bring diverse viewpoints, enthusiasm and a collaborative spirit to the workplace. This unique rotational program allows candidates to work with Nielsen teams across industries and geographies, giving them a front-row view of Nielsen’s expertise in market research, media analytics and business intelligence. There are five programs to choose from: Operations and Technology, Emerging Technologist, Watch, Finance, and Human Resources.

http://sites.nielsen.com/careers/university-recruiting/elp/

CONNECT WITH OUR MULTICULTURAL CONSUMER INSIGHTS

Nielsen continues to immerse itself in communities that are different from one neighborhood to the next. New technologies and changing lifestyles are drastically altering the way consumers interact with the world around them. We’re more passionate than ever about measuring and analyzing how people of all ethnic backgrounds interact with digital platforms, traditional media and in-store environments. You are a key element of our success.

LEARN WHERE WE ARE AND WHAT WE’RE DOING
www.nielsen.com/africanamericans
www.nielsen.com/asians
www.nielsen.com/latinos

LIKE US ON FACEBOOK
www.facebook.com/NielsenCommunity

FOLLOW US ON TWITTER
@NielsenKnows
Nielsen recognizes diverse suppliers as for-profit businesses physically located in the United States or one of its trust territories. The businesses must be 51 percent owned, controlled and operated by a minority, woman, veteran, or lesbian, gay, bisexual or transgender person.

To qualify as a Nielsen diverse supplier, a diverse business must have a current certification from one of the following agencies or their regional affiliate:

- National Gay & Lesbian Chamber of Commerce (NGLCC)
- National Minority Supplier Development Council (NMSDC)
- Women’s Business Enterprise National Council (WBENC)
- Government agency (city, state or national)

Get to know our supplier diversity program at www.nielsen.com/supplierdiversity

Registration for Nielsen diverse suppliers is at https://nielsen.aecglobal.com
DIVERSITY AWARDS AND RECOGNITION

2016 CORPORATE 101: AMERICA’S MOST ADMIRED CORPORATIONS FOR SUPPLIER DIVERSITY.
Minority Business News USA

2016 TOP EMPLOYER AND TOP SUPPLIER DIVERSITY PROGRAM “ANNUAL BEST OF THE BEST.”
Black EOE Journal

2016 DIVERSITYINC TOP 50 COMPANIES FOR DIVERSITY (Ranked No. 41) – DiversityInc Magazine

2015 50 OUT FRONT BEST PLACES FOR WOMEN & DIVERSE MANAGERS TO WORK (RANKED NO. 5)
Diversity MBA Magazine

2015 BEST PLACES TO WORK FOR LGBT EQUALITY, HUMAN RIGHTS CAMPAIGN FOUNDATION

2016 WE 100 CORPORATIONS OF THE YEAR
Women’s Enterprise USA

2015 DIVERSITYINC TOP 50 COMPANIES FOR DIVERSITY (Ranked No. 42) – DiversityInc Magazine

2015 SCORED 90% ON DISABILITY EQUALITY INDEX

2015 FORTUNE 100 BEST COMPANIES FOR MILLENNIALS
2015-2016 SUPPLIER DIVERSITY CORPORATE MEMBERSHIP & SPONSORED CONFERENCES

Asian Business Association Annual Awards Banquet

Chicago Minority Supplier Development Council Chicago Business Opportunity Fair

National Gay & Lesbian Chamber of Commerce National Business & Leadership Conference

National Minority Supplier Development Council National Conference & Business Opportunity Fair

New York & New Jersey Supplier Development Council Business Opportunity Fair

U.S. Pan-Asian American Chamber of Commerce CelebrAsian Business Opportunity Conference

Women’s Business Development Center—Entrepreneurial Conference Women’s Business & Buyer’s Mart

Women’s Business Enterprise National Council Summit & Salute

Women’s Business Enterprise National Council—National Conference & Business Fair
ORGANIZATIONS AND EVENTS SUPPORTED BY NIELSEN COMMUNITY ALLIANCES

100 Black Men of America
626 Night Market
Academy of Television Arts & Sciences Foundation
American Black Film Festival
Amsterdam News Education Foundation
Anti-Defamation League
API Equality–Los Angeles (APIELA)
APIAVote
Apollo Theater Spring Gala
AscendNAAMBA
Asian American Advertising Federation (3AF)
Asian American Coalition of Chicago
Asian American International Film Festival
Asian American Journalists Association–Los Angeles (AAJA-LA)
Asian American Journalists Association–New York (AAJA-NY)
Asian American Legal Defense and Education Fund (AALDEF)
Asian Americans Advancing Justice (AAAJ)
Asian Americans Advancing Justice–Asian Law Caucus
Asian Americans Advancing Justice–Los Angeles
Asian Americans for Equality
Asian Business Association (ABA)
Asian Pacific AIDS Intervention Team (APAIT)
Asian Pacific American Institute for Congressional Studies (APAICS)
Asian Pacific Islander American Chamber of Commerce and Entrepreneurship (ACE)
Asian Pacific Islander American Scholarship Foundation (APIASF)
Asian Women in Business
Association of Hispanic Advertising Agencies (AHAA)
Association of National Advertisers (ANA)
Better Government Association
Beverly Hills/Hollywood NAACP
Black Women’s Agenda
Black Women’s Expo
Brooklyn Hip Hop Festival
Brotherhood Crusade
California State University, Fullerton, Latino Communications Initiative
Capri Urban Baldwin
Caribbean Cultural Center African Diaspora Institute (CCCADI)
Center for Asian American Media (CAAM)
Center for Asian Americans United for Self Empowerment (CAUSE)
Chicago Crusader
Chicago Foundation for Women
Chicago Urban League
Chinatown Chamber of Commerce
Chinatown–YMCA
Chinese American Service League (CASL)
Coalition for the Remembrance of Elijah Muhammad (CROE)
ColorComm
Community Build
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
Hispanas Organized for Political Equality (HOPE)
Hispanic Alliance for Career Enhancement (HACE)
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.

There are approximately 5.8 million minority-owned businesses in the U.S., generating an estimated $1 trillion in annual revenue and employing nearly 6 million workers.¹ There are also more than 8.6 million women-owned businesses, generating approximately $1.3 trillion in annual revenue and employing nearly 7.8 million people.² Out of all new jobs created each year, 60%–80% come from small businesses.³ When companies such as Nielsen partner with diverse businesses, they are also contributing to the economic development of the communities in which they reside.


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 (SBA)
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 for 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 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

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<th>CATEGORY</th>
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<td>Facilities</td>
<td>Furniture, other office expenses, office maintenance and repair, building leasing, relocation</td>
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<td>Human resources</td>
<td>Employee awards, temps and contractors, associate training, recruitment fees, other staff costs, payroll processing or agency</td>
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<td>IPO</td>
<td>Usage of diverse firms in Nielsen’s initial public offerings, secondary offerings and other investment activities</td>
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<td>Marketing, research and production</td>
<td>Outsourcing (field and data), advertising, external list services or rental, data analysis, meeting and exhibiting, mail fulfillment and distribution services, printing and related services</td>
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<td>Professional services</td>
<td>Legal, tax consulting, audit services, insurance and benefits</td>
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<td>Technology and telecom</td>
<td>PC equipment, hardware/software technology, maintenance, licensing, outsourced technology-related consulting, internet, data acquisition, telecommunications networks</td>
</tr>
<tr>
<td>Vehicles</td>
<td>Vehicle leasing, rentals, maintenance, repair</td>
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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 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.

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