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WELCOME

DIVERSITY AND INCLUSION THROUGHOUT OUR SUPPLY CHAIN AND WORKFORCE ARE IMPORTANT TO NIELSEN’S ONGOING ABILITY TO INNOVATE AND GROW. IT IS CRUCIAL THAT OUR ORGANIZATION REFLECTS THE MARKETS WE MEASURE AND IS ALSO REPRESENTATIVE TO THOSE OF OUR CLIENTS. OUR INVESTMENT IN DIVERSITY INCLUDES HIGH IMPACT TRAINING AND DESIGNING OBJECTIVES TO LEVERAGE DIVERSITY FOR THE BENEFIT OF THE BRANDS, COMPANIES AND MARKETS WE SERVE. TOGETHER, OUR EFFORTS HELP DRIVE THE STRENGTH AND GROWTH OF NIELSEN BUSINESS.
WE ARE EXCITED ABOUT SHARING OUR 2014 SUPPLIER DIVERSITY ANNUAL REPORT WITH YOU. IT IS A TRANSPARENT REPORT ABOUT THE STRATEGIC INITIATIVES AND STEPS OUR COMPANY HAS TAKEN TO MATURE OUR SUPPLIER DIVERSITY PROGRAM AND GROW DIVERSE SPEND.

The achievements highlighted in this year’s report are the results of a three-year plan to build a program that aligned with key objectives of Nielsen’s overall corporate global goals and asset expansions. Advancing our leaders’ and associates’ understanding of supplier diversity and its role within Nielsen is a part of our Six C’s of Supplier Diversity business case. Competition, Customers, Compliance, Customization, Costs and Community are all vital elements to strengthening Nielsen’s position in the global marketplace. Additionally, our supplier diversity RIISE strategy was also implemented to complement to the company’s goal.

Our program’s infrastructure and internal reach were reinforced to identify diverse suppliers in our supply chain and their buyers. Regular diverse spend scorecard and summits held by C-suite, and other senior executive advocates, revealed potential procurement opportunities in key business areas to increase diverse spend. Educating internal and external key stakeholders about Nielsen’s procurement and supplier diversity program efforts were necessary elements of our strategy.

With a myriad of new faces in leadership and strategic company acquisitions, our C-suite champions continued meeting regularly for quarterly diverse scorecard and spend summit reviews. Together, we proactively sought out sustainable procurement opportunities in specific key areas of business to which diverse suppliers could add value and innovative business solutions. Collaborations and other efforts like these demonstrate the inclusivity of supplier diversity best practices throughout Nielsen’s strategic initiatives such as global expansion, mergers and acquisitions.

We are getting closer than ever to reaching our 10 percent goal and the validation of a world-class supplier diversity program. The year 2014 proved very successful for Nielsen’s Supplier Diversity program.

Lamont Robinson
Vice President, Supplier Diversity
SUPPLIER DIVERSITY AT NIELSEN RELIES ON LEADERSHIP AND ACCOUNTABILITY. SUCCESS IS MEASURED BY THE LEVELS OF ENGAGEMENT FROM EACH ONE OF US. OUR COMPANY AND CULTURE IS FOUNDED ON A BELIEF THAT OUR PROGRAMS AND PRIORITIES REFLECT THE DIVERSITY OF THE CONSUMERS THAT WE REPRESENT.

BRIAN WEST
CHIEF OPERATING OFFICER
THE NIELSEN SUPPLIER DIVERSITY PROGRAM

IN 2014, OUR STRATEGY WAS ADJUSTED TO FULLY INTEGRATE A CONCEPT WE CALL RIISE. THIS CONCEPT WAS DESIGNED TO BETTER ALIGN SUPPLIER DIVERSITY INITIATIVES WITH NIELSEN’S OVERALL CORPORATE BUSINESS GOALS. THE AREAS OF FOCUS ARE REVENUE, INCOME, INFRASTRUCTURE, SPEND, AND EDUCATION.

- As a potential revenue generator, we partnered with our internal market research team, CINA, to develop customized research data to measure supplier diversity initiatives available for clients and other external diversity advocates.
- Nielsen’s sourcing team is creating a process of measuring the cost savings diverse suppliers are contributing to our company’s bottom-line.
- Our program’s infrastructure was strengthened by support from executive champions encouraging mid-management buyers to include purchasing products and services from certified diverse suppliers.
- Tier 1 and Tier 2 diversity spend tracking tools were upgraded.
- Expanding business unit diversity scorecard meetings with executive leaders improved our pipeline to new or expiring contract opportunities.
- The corporate diverse spend goal of 10 percent allowed us to present high performing diverse suppliers such as Interconnect Cable Technology Corporation (ICTC), World Wide Technologies (WWT), Alianza Services, and Overture LLC as competitors for global opportunities.
- We developed e-learning, lunch and learns, webinars, and marketing collateral to better educate our internal and external constituents about Nielsen’s Supplier Diversity program and processes.
- Our internal and external supplier diversity webpages were repurposed to serve as a toolkit where any interested party can access information about our program.
- We expanded opportunities for Ingage, a WBE that manages our rewards and recognition program.

Supplier diversity is a necessity to our company, it’s a value to our customers, and it impacts the growth of the communities in which we live and work.
NIELSEN IS MAKING GREAT STRIDES IN SUPPLIER DIVERSITY. DIVERSE VENDORS ADD TO THE TALENT SPECTRUM AT NIELSEN AND INCREASE OUR ABILITY TO DELIVER INNOVATION AND VALUE TO CLIENTS AND STAKEHOLDERS. MORE AND MORE, WE SEE HOW SUPPLIER DIVERSITY OFFERS MEASURABLE BENEFITS TO OUR GLOBAL OPERATIONS. NIELSEN IS COMMITTED TO MEANINGFUL AND SUSTAINABLE EFFORTS TO ENSURE OUR WORKFORCE AND VENDOR RELATIONSHIPS MIRROR THE COMMUNITIES WE SERVE.

JAMERE JACKSON
CHIEF FINANCIAL OFFICER
Supplier Diversity continued to realize growth in 2014 with our MBE spend, which grew 20% from the previous year. The leading category driving our growth came from Technology and Telecom, which grew 46 percent from the prior year from $20.5 million to $30 million. Another category of significant growth was Facilities, which more than tripled from $98 thousand to $3.1 million during the same period.
TIER 1 SPEND

TIER 1 PERCENT OF DIVERSE SPEND BY CLASSIFICATION

- MBE: $28.3M
- WBE: $11.4M
- VBE: $1.7M
- LGBT: $38K

TIER 1
MBE SPEND
BY ETHNICITY

- AFRICAN - $6.5M
- ASIAN - $17.3M
- HISPANIC - $4.5M

CATEGORIES OF PURCHASES FROM MBEs

- FACILITIES - $3.1M
- HR - $474K
- MRKTG, RES & PROD - $2.3M
- PROF SVCS - $14K
- TECH & TELE - $22.1M
- VEHICLES - $223K
- FINANCE - $140K
- TRAVEL - $0

SINCE 2009, WE’VE SPENT OVER $143 MILLION WITH CERTIFIED MINORITY OWNED BUSINESSES.
TIER 2 SPEND

The Tier 2 reporting support our program receives from our 30 non-diverse suppliers is valued. Their reporting efforts contributed $17M, or 2 percent, to our 2014 diverse spend.

Technology/Telecommunications and vehicles were the largest areas of diverse spend purchases. Our Tier 2 diverse spend reported more products and services were purchased from minority owned businesses.

T2 PERCENT OF DIVERSE SPEND BY CLASSIFICATION

T2 PERCENT OF DIVERSE SPEND BY PURCHASES

TIER 2 SPEND
$17M

MBE - $13.8M
WBE - $3.4M
VBE - $200K
LGBT - LESS THAN $10K

FACILITIES - $26K
HR - $331K
MRKTG, RES & PROD - $338K
PROF SVCS - $87K
TECH & TELE - $10.3M
VEHICLES - $5.5M
FINANCES - $312K
TRAVEL - $453K

32%
59%

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YEAR OVER YEAR DIVERSE SPEND GROWTH

WE ARE TRENDING FAVORABLY TOWARDS 10 PERCENT IN DIVERSE SPEND
2014 TOP DIVERSE SUPPLIERS

MINORITY-OWNED BUSINESSES

- Interconnect Cable Technologies Corporation (Technology & Telecom)
- Worldwide Technologies (Technology & Telecom)
- Alianza Corporation (Facilities)

WOMEN-OWNED BUSINESSES

- Aus Inc (Professional Services)
- Luth Research LLC (Marketing Research)
- Cunningham Field & Research Service (Marketing Research)

VETERAN-OWNED BUSINESS

- Wronski & Associates (Professional Services)
DIVERSITY IS WOVEN INTO THE FABRIC OF NIELSEN. OUR GLOBAL FOOTPRINT COUPLED WITH OUR COMMITMENT TO A CULTURE OF INCLUSION AT EVERY LEVEL OF THE COMPANY HAS HELPED US BUILD A WORKFORCE AND SUPPLY CHAIN THAT MIRRORS THE POPULATIONS WE SERVE. OUR ASSOCIATES THINKING DIFFERENTLY HELP US SERVE CLIENTS IN NEW AND EFFECTIVE WAYS, AND THAT ENABLES NIELSEN TO DELIVER INCREASING VALUE TO ALL OF OUR STAKEHOLDERS AND STRENGTHENS OUR COMPANY FOR GROWTH.

WE ARE EXTREMELY PROUD OF THE PROGRESS WE’VE MADE TO ENHANCE THE DIVERSITY OF OUR WORKFORCE AND SUPPLY CHAIN, BUT THERE IS MORE WORK TO BE DONE. OUR LEADERS AND ASSOCIATES ARE FULLY COMMITTED TO FINDING SUSTAINABLE OPPORTUNITIES THAT CAN EFFECTIVELY UTILIZE THE INNOVATIVE IDEAS AND SERVICE OFFERINGS DIVERSE SUPPLIERS PROVIDE TO HELP OUR COMPANY BETTER SERVE THE COMMUNITIES WE LIVE IN AND OUR GLOBAL CLIENTS.

D. SANGEETA
CHIEF DIVERSITY OFFICER
AND HEAD OF GLOBAL MEASUREMENT SCIENCE

MARY LIZ FINN
CHIEF HUMAN RESOURCE OFFICER
INTERNAL CORPORATE INITIATIVES

SOURCING

Nielsen has fundamental expectations for all of our suppliers, which include best-in-class delivery, continuous improvement and innovation. When Nielsen purchases goods and services from diverse-owned businesses we ensure opportunities are open, collaboration is inclusive and the communities in which we live are strengthened. This includes preparing and positioning top-performing diverse suppliers within our supply chain, like the aforementioned WWT, ICTC, Alianza and Overture, to compete for global contract opportunities.

Our sourcing and other Nielsen leaders worked diligently to mentor diverse suppliers in our supply chain on streamlining their business processes, continuous quality improvement, cost leadership and other operational needs. Sourcing is also developing a method of measuring the cost savings diverse suppliers contributes to Nielsen’s bottom-line.
DIVERSITY & INCLUSION (D&I)

D&I’s five-pronged strategy includes supplier diversity efforts. It is a business imperative in which our leaders continue to reinforce a culture where diversity is viewed as more than what can be seen. Together, we’ve championed to our communities the high value of the diversity of thought, experiences, skills and backgrounds our employees and business partners offer.

Members of our employee resource groups are great examples of how our employees are encouraged to buy services and products from a slate of certified diverse suppliers provided by the supplier diversity team. These groups also support efforts to direct prospective diverse suppliers to our supplier diversity registration portal. We’ve also engaged in discussions with our D&I leaders as well as with key clients. We have also strategized with other senior leaders in discussing spend requirements along with mentoring programs for diverse suppliers.

In 2014, D&I launched a robust global leadership-training program for high-potential employees from underrepresented ethnic groups. Nielsen also uses its seven employee resource groups for recruitment and talent development. This also includes an 18-month leadership-development program called Diverse Leadership Network (DLN), focused on cross-cultural coaching, executive networking and building knowledge. As a result, the collaborations between supplier diversity and D&I resulted in the following 2014 successes:

• Nielsen was named as one of DiversityInc’s Top 50 Companies for Diversity for 2014, moving up eight spots from #50 in 2013 to #42.
• Increased usage of Business unit level diversity scorecards, which contain both quantitative (i.e., representation, movement and spend with diverse suppliers) and qualitative (i.e., diversity training attendance and ERG engagement) metrics.
• Nielsen’s Employee Resource Group Experience Week immersed the value of ERGs among senior leadership led discussions, webinars, and clients’ events, which led to an increase in membership of 41 percent.
• Strides to build a global D&I framework in Europe, India, South East Asia Pacific, Africa, Latin America and China focused on awareness, discovery, understanding, implementation and realization.
• Eighty-two percent of Nielsen’s DLN graduates experienced a promotion or lateral movement within the company.
SUSTAINABILITY

During the year, sustainability efforts were placed under the strategic direction of Nielsen’s Supplier Diversity unit. Sustainability is a fundamental part of the decision-making process at the individual and organizational levels throughout Nielsen. Its function to identify, bring awareness to and advocate for sustainable options is how we will move forward with managing and reducing Nielsen’s impact on the environment.

Through our “Green Pillars of Sustainability” initiatives, focused on Indoor Environmental Quality, Waste & Water Management, Energy/Power Management, Materials & Resource Usage and Travel, more than 17,000 associates came together globally to celebrate Nielsen’s first Earth Week in April 2014. Overall, Nielsen’s sustainability actions has:

• A 71 percent increase in Green Team participation across Nielsen offices since mid-2013.
• Approximately 14 percent* less paper usage between 2013 and 2014 with the duplex printing initiative. This amounts to a reduction of almost 8 million sheets of paper.
• Reduced energy usage by over 70 percent through our Green Information Technology efforts which consolidated data centers into global hubs and virtualized Nielsen servers.
• Implemented a Green Travel initiative to identify opportunities that helped reduce corporate air travel by 14 percent** between 2013 and 2014. This positively impacted Nielsen’s carbon footprint.
• Moved key European offices towards using renewable sources of energy to reduce emissions. For example, in Copenhagen, Nielsen has moved to wind energy, significantly impacting our footprint there.

*Offices where change in facility, population or operations caused increase in usage were excluded.
**This data ONLY represents bookings made via the Nielsen travel tool. This does NOT include any direct or separate agency booking, including online agencies such as Expedia, etc. Currently, Nielsen does not measure rogue spend.

In other words, we are making sustainability a part of our company’s DNA by implementing global operational efficiencies.

YAMINI DIXIT
DIRECTOR OF SUSTAINABILITY

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NIelsen Associate initiatives

Small Business Saturday
Nielsen associates continued their support of Small Business Saturday®, an American shopping holiday held on the Saturday after Thanksgiving, which is one of the busiest shopping periods of the year. On November 29, 2014, our associates showed their support of small businesses in their communities.

Associates were asked to submit photos displaying their procurement activities at the selected small businesses along with a brief narrative of why supporting small businesses is important to them and the community. As an incentive, we offered individual gift cards of up to $100.

Our best entry in 2014 came from Kristina Klipp, a Client Director on the Consumer Activation team, who shopped at Gifted, a local boutique located in Robbinsville, NJ.

"With the continued growth of big box establishments, it is important to support small businesses not only on the Saturday after Thanksgiving but EVERY day. These smaller companies are an essential boost to our local communities.... by employing our neighbors and friends, they are the economic backbone to many of our neighborhoods. So go out today and shop and buy from your locally-owned retailers!"

Community Alliance
The mission of Nielsen’s U.S. Strategic Community Alliances and Consumer Engagement Department is to empower, assist and partner with diverse communities in an effort to foster goodwill and increase awareness of Nielsen’s commitment to corporate citizenship and diversity. As part of our commitment to serve the communities in which we do business, Nielsen has identified philanthropic priorities with diverse organizations that specialize in education, with an emphasis on Science, Technology, Engineering and Math (STEM) programs, and civic and social justice, with an emphasis on organizations that work on behalf of the rights of the Asian, Hispanic and African-Americans communities. In 2014, community alliances executives served as diverse intelligence thought leaders and guest speakers for local and regional supplier diversity business advocate conferences. Senior Vice President of U.S. Strategic Community Alliances and Consumer Engagement, Cheryl Pearson-McNeil, served as the mistress of ceremonies for a dinner reception at the Annual Summit of the supplier diversity advocacy...
group Billion Dollar Roundtable. Cheryl spoke about the power of multicultural consumers, and how their unique consumption habits can influence the behavior of the general American consumer.

Also in 2014, Supplier Diversity teamed with Don Lowery, Nielsen’s Senior Vice President of Corporate Reputation, and Michael Alicea, the Chief Human Resources Officer for our internal Global Business Services business unit, to meet with several local community leaders in Dallas, Texas. Nielsen sought to hire 500 employees to support our Dallas call center and wanted to establish a strong partnership with the local leaders, which included organizations supporting minority-owned businesses.

GLOBAL CORPORATE COMMUNICATIONS

Nielsen’s Global Corporate Communications have played an integral role in helping supplier diversity increase program awareness across a variety of internal and external communication mediums. This partnership also supported their efforts to develop a list of Nielsen-approved certified diverse suppliers specializing in creative service areas such as graphic design, writing, video and photography. In addition, their efforts to refresh the look and feel of Nielsen’s branding guidelines lend to our ability to produce supplier diversity materials such as:

• PowerPoint presentations
• Webinar announcements
• Program Marketing sheets
• Executive video
• Nielsen event agendas and signage

Our access to this robust collection of communication templates and image library, as well as to its staff, ensures we are delivering quality communication collateral.
CLIENT BUSINESS REPORTING

Our clients continue to invest in technology and depend on the quality of our data and analytics to drive their business needs. This includes their reliance on the validity of our supply chain diversity measurements.

We report our diverse spend to 21 Nielsen clients that represent approximately one-third of our company’s total U.S. revenues. Many of these companies are mandated to adhere to federal, state and local government diversity requirements to avoid business penalties. Reporting our diverse spend to clients supports their diversity initiative metrics and also generates mutually beneficial business collaborations that lead to increased business for diverse suppliers and diverse spend for Nielsen and the client.

DIVERSE SUPPLIER WEBINARS & WORKSHOP

Nielsen’s supplier diversity team hosted several complimentary webinars for diverse suppliers registered in our supplier registration database. The series began with “The Power of Strategic Alliances and Teaming Relationships” webinar led by Seyfarth & Shaw LLP. As a result, Nielsen and the law firm conducted a well-attended onsite workshop at the Seyfarth & Shaw Chicago office. Supplier diversity’s “State of Supplier Diversity” webinar closed out the series. Overall, participants gained valuable insights on how to respond to requests for proposals (RFPs), how to form partnerships to compete for government contracts, and they received updates about Nielsen’s supplier diversity progress.

NIELSEN SUPPLIER DIVERSITY ACADEMY

In 2014, Nielsen launched its Supplier Diversity Academy, a collaborative effort of key Nielsen leaders and external educational sources such as Rutgers University.

The Academy serves as an incubator in the development of small, local, and/or regional diverse suppliers located in Baltimore/D.C., Chicago, Cincinnati, Dallas, Los Angeles, New York City, and Tampa. This platform will be augmented by the recent hiring of a Supplier Diversity Sourcing Manager who will focus on increasing the number of local and regional contracts with smaller, local diverse businesses. The Academy’s curriculum will create a developmental accelerator to help these smaller diverse partners grow from having a local focus to being a global competitor.

SUPPLIER DIVERSITY EXTERNAL ADVISORY COUNCIL SUB-COMMITTEE

Members from Nielsen’s External Advisory Councils (EAC) continue to serve on a sub-committee focused on supplier diversity. These nine members represent African-Americans, Asian, and Hispanic communities as a means to help our company improve its overall diversity efforts. Quarterly meetings allow an exchange of innovative ideas and recommendations that support our company’s ability to hire and increase our use of diverse-owned businesses in minority communities.
CONFERENCE MEMBERSHIP & CONFERENCE PARTICIPATION

We have continued to expand our presence at industry-related business conferences to generate more viable opportunities for diverse business owners to potentially help us diversify our global supply chain needs. In 2014, we were able to join forces with Canada's Women Business Enterprises and the Canadian Aboriginal & Minority Supplier Council.

Our partnerships with national and global business development organizations are strategic elements in identifying and assisting new diverse suppliers in our industry. They expand our support of clients’ supplier diversity programs and demonstrate our commitment to better serve diverse communities.

Below is a list of our corporate memberships and conference events the Nielsen Supplier Diversity team supported in 2014.

CORPORATE MEMBERSHIP:

National Gay & Lesbian Chamber of Commerce (NGLCC)

National Minority Supplier Development Council (NMSDC)
Regional Affiliates
  • Chicago
  • Florida
  • New York & New Jersey
  • Ohio

Women’s Business Enterprise National Council (WBENC)
Regional Affiliates
  • Chicago

CONFERENCE EVENTS

• Asian Business Association – 38th Annual Awards Banquet
• 10th Anniversary CAMSC Business Achievement Awards Gala Dinner
• Chicago Minority Supplier Development Council – 48th Annual Chicago Business Opportunity Fair
• New York and New Jersey MSDC’s 2015 Business Opportunity Fair
• NGLCC National Business & Leadership Conference
• National Minority Supplier Development Council – National Conference & 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 Canada Matchmaker Conference
• Women’s Business Enterprise National Council – National Conference & Business Fair
SUPPLIER DIVERSITY
PRINT & DIGITAL PRESENCE

In 2014, we developed and launched a print and digital media campaign with specific industry publications to increase awareness of our supplier diversity program. Our presence within the pages of these publications shared the challenges, successes and internal support our program has experienced throughout the year.

From a print and digital media impression (metrics) standpoint, our supplier diversity ads and/or articles were seen by an estimated annual average of 4 million readers—according to the distribution and readership rates of the below industry publications in which our program was featured.

Hispanic Network Magazine
- Spring 2014 – Team photo, pg. 87
- Summer 2014
  - Top Diversity Employers, pg. 12
  - Top Supplier Diversity Program, pg. 14
  - Team photo, pg. 102

MBE Magazine
- Summer 2014 – Marching to the Beat of a Different Drum, JordyCakes article, pg. 56

MBN USA Vol. 4, 2014 Magazine
- Corporate 101 Statements for America’s most admired corporations for supplier diversity

Professional Woman’s Multicultural Magazine
- Spring 2014 – Nielsen: A constant force of innovation, pg. 61

WE USA Magazine Conference Edition,
- Volume 2, 2014 – Nielsen’s Supplier Diversity Goes Global with certified WBEs pg. 90

INDUSTRY RECOGNITIONS

Nielsen has received numerous recognitions and awards for its diversity initiatives. Those that were specific to the company’s supplier diversity program and leadership in 2014 are:

MBN Magazine
- Top 75 Leading Men in Corporate Diversity
- Top 101 supplier diversity programs

Women’s Enterprise USA magazine
- WE Corporations of the Year

We’re doing what we do for supplier diversity because it is a business imperative, not for the awards. But we are certainly pleased by the recognition we have received.
APPENDIX

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. For descriptions of other diverse business classifications see list on page 24.

There are approximately 5.8 million minority-owned businesses in the U.S. generating an estimate of $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 Sixty to eighty percent of all new jobs each year come from small businesses.3 When companies such as Nielsen partner with diverse businesses, they are also impacting 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, which is at least 51 percent 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, which is at least 51 percent owned, operated, managed and controlled by a woman.

SMALL BUSINESS ENTERPRISE (SBA)
A business concern, including its affiliates that are independently owned and operated, 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 percent 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, which is at least 51 percent 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, which is at least 51 percent owned, operated, managed and controlled by a veteran.
**HUB ZONE 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 percent of its employees must reside in a HUB Zone.

**LESBIAN, GAY, BISEXUAL AND/OR TRANSGENDERED BUSINESS ENTERPRISE (LGBT)**
A U.S.-based, for profit business enterprise, regardless of size, which must be at least 51 percent 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 s/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>MAJOR PURCHASE CATEGORY</th>
<th>EXAMPLES OF SERVICE DESCRIPTIONS</th>
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<td>Human Resources</td>
<td>Employee Awards, Temps /Contractors, Associate Training, Recruitment Fees, Other Staff Costs and Payroll Process /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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<tr>
<td>Marketing, Research &amp; Production</td>
<td>Outsourcing (Field &amp; Data), Advertising, External List Services / Rental, Data Analysis, Meeting &amp; Exhibiting, Mail Fulfillment &amp; Distribution Services, Printing &amp; Related Services</td>
</tr>
<tr>
<td>Professional Services</td>
<td>Legal, Tax Consulting, Audit Services, Insurance &amp; Benefits</td>
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<tr>
<td>Technology &amp; Telecom</td>
<td>PC Equipment, Hardware / Software Technology, Maintenance, Licensing, Outsourced Technology Related Consulting, Internet, Data Acquisition, and Telecommunications Networks</td>
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<tr>
<td>Vehicles</td>
<td>Vehicle Leasing, Rentals, Maintenance, Repair</td>
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2014 SUPPLIER DIVERSITY IN THE COMMUNITY
2014 SUPPLIER DIVERSITY IN THE COMMUNITY
SUPPLIER DIVERSITY
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ABOUT NIELSEN

Nielsen Holdings N.V. (NYSE: NLSN) is a global information and measurement company with leading market positions in marketing and consumer information, television and other media measurement, online intelligence, mobile measurement, trade shows and related properties. Nielsen has a presence in approximately 100 countries, with headquarters in New York, USA and Diemen, the Netherlands.

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