CONTENTS

Welcome ......................................................................................................................... 5
About the Diverse Leadership Network ................................................................. 6
What Makes This Network Unique ........................................................................ 8
Why Coaching ............................................................................................................. 9
A Culture of Learning ................................................................................................. 11
Program Graduation ................................................................................................. 17
Testimonials ................................................................................................................ 18
A Journey of Learning and Friendship .................................................................... 20
Success Metrics .......................................................................................................... 22
DIVERSITY AND INCLUSION ARE IMPORTANT TO NIELSEN’S GROWTH, STRENGTH AND ABILITY TO INNOVATE. IT IS CRUCIAL THAT OUR ORGANIZATION’S DIVERSITY REFLECTS THE MARKETS THAT WE MEASURE AND REPRESENT TO OUR CLIENTS THROUGH NIELSEN SERVICES. OUR INVESTMENT IN DIVERSITY AND INCLUSION GOES FURTHER THAN THIS, THOUGH, AND INCLUDES HIGH-IMPACT TRAINING AND STRETCHING OBJECTIVES DESIGNED TO LEVERAGE OUR DIVERSITY FOR THE BENEFIT OF THE BRANDS, COMPANIES AND MARKETS THAT WE SERVE. TOGETHER, THESE EFFORTS HELP DRIVE STRENGTH AND GROWTH FOR OUR BUSINESS.

AS A COMPANY, NIELSEN HAS CONTINUED TO REINVENT ITSELF TO BE THE BEST IN THE WORLD WHEN IT COMES TO CONSUMER MEASUREMENT. BEING THE BEST COMPANY IN THE WORLD MEANS WE HAVE THE BEST PEOPLE—WHO BRING FRESH THINKING, LIVE OUR VALUES, AND DELIVER THE BEST FOR OUR CLIENTS. AS PART OF THE DIVERSE LEADERSHIP NETWORK, YOU ARE THE LEADERS WHO SET THE STANDARD THAT OUR COLLEAGUES WILL FOLLOW.

AS YOU BEGIN YOUR JOURNEY WITH THE DIVERSE LEADERSHIP NETWORK, ASK YOURSELF “WHAT’S NEXT?”. BEING A LEADER IS ABOUT ACTION AND EXAMPLE—WHAT ARE YOU GOING TO DO, AS A PARTICIPANT OR COACH, TO BE EVEN MORE USEFUL TO YOUR CLIENTS, COLLEAGUES AND COMMUNITIES? HOW WILL YOU USE THIS DEVELOPMENT OPPORTUNITY TO GROW PERSONALLY AND PROFESSIONALLY?

THIS EXPERIENCE WILL BRING OUT YOUR BEST AND ALSO CHALLENGE YOU TO BRING OUT THE BEST IN OTHERS. CONGRATULATIONS ON JOINING THE DIVERSE LEADERSHIP NETWORK!
CONGRATULATIONS, AND WELCOME

FIVE YEARS AGO, WE HAD THE IDEA OF CREATING A LEADERSHIP DEVELOPMENT PROGRAM FOR CRITICAL-TO-RETAIN TOP TALENT. WE ENVISIONED A PROGRAM THAT WOULD MIRROR AN MBA EXPERIENCE WITH STIMULATING CURRICULUM, TEAM BUILDING CASE STUDIES, AND ENGAGING WORKSHOPS WITH KNOWLEDGEABLE FACULTY. IN 2017, WE BEGIN OUR FOURTH CLASS OF DIVERSE, TALENTED PARTICIPANTS AND THEIR SENIOR LEADER COACHES WHO ARE DEDICATED TO PARTICIPANTS’ DEVELOPMENT.

THE DLN REFLECTS OUR COMPANY’S COMMITMENT TO DIVERSITY AND INCLUSION AND OUR COMMITMENT TO PROVIDE OUR ASSOCIATES WITH VISIBILITY, ACCESS, AND OPPORTUNITY TO GROW THEIR CAREERS AT NIELSEN. I CHALLENGE YOU TO MAKE THE MOST OF THIS INVESTMENT NIELSEN IS MAKING IN YOU. PUSH YOURSELF BEYOND YOUR COMFORT ZONE, BE OPEN TO NEW AND DIFFERENT PERSPECTIVES, AND DEVELOP STRONG RELATIONSHIPS AMONG THE NETWORK.

CONGRATULATIONS TO ALL OF THE PARTICIPANTS AND COACHES CHOSEN TO JOIN THE PROGRAM. I LOOK FORWARD TO YOUR SUCCESS IN THE PROGRAM AND TO YOUR FUTURE AT NIELSEN.
Welcome to the Diverse Leadership Network! This 15-month leadership development program is designed to strengthen and diversify the leadership pipeline at Nielsen by identifying, developing, and accelerating a more diverse group of top talent.

Launched in 2013, the Diverse Leadership Network was established as a leadership development program for critical-to-retain top talent. Today, the Diverse Leadership Network serves as a world-class leadership and career development platform that is diverse, connected, sustainable and more representative of the clients, markets, and communities that Nielsen serves.

Our goal is to be an employer of choice, where diverse skills, experiences, perspectives, and cultural backgrounds are respected and valued. These aspects of diversity make each of us—and our contributions to the business—unique. They also enable Nielsen to grow and continually provide our clients with innovative solutions. The DLN provides a development platform where participants will elevate their skills, combine their diverse experiences and cultural backgrounds to achieve impactful outcomes, and amplify their voices for an even greater impact while growing their careers at Nielsen.

The role of participants, managers, coaches, and faculty in the program are all unique. Yet they share a common goal: accelerating the associates’ leadership and career development. We are committed to providing all members of the network with the tools and resources they need to be successful.

Thank you for adding your diverse contributions to this program, and welcome to our expanding network of leaders who are committing to driving what’s next for Nielsen.

Sincerely,

Matthew Hanzlik
Program Manager
Diverse Leadership Network
ABOUT THE DIVERSE LEADERSHIP NETWORK

At Nielsen, we understand that diversity and inclusion is a global business imperative. With a focus on measuring what all consumers watch, listen to and buy, clients depend on Nielsen to provide not only quality data but valuable insights into consumer behaviors. To do this, we utilize a structured approach to diversity and inclusion focused on accountability, career development, retention, supplier diversity, and education. Fundamentally, diversity and inclusion are integral parts of the organization’s DNA.

The Diverse Leadership Network (DLN) is our career development platform for associates that are early to middle levels in their careers. The 15-month leadership development program is designed to foster extraordinary, innovative leaders with diverse backgrounds. Participants have a track record of achievement, demonstrated leadership abilities, and a desire to grow at Nielsen. The DLN provides continuing education, challenging real-world experiential learning, one-to-one coaching with senior business leaders, and networking opportunities.
COACHING

• PARTICIPANTS ARE PAIRED WITH A NIELSEN SENIOR LEADER FOR ONE-TO-ONE COACHING DURING THE PROGRAM
• COACHING IS INSTRUCTIONAL WITH THE GOAL OF HELPING THE PARTICIPANT IMPROVE THEIR PERFORMANCE

“My advice to anyone beginning the program is to make time to take advantage of the opportunities DLN offers and ‘become comfortable with being uncomfortable.’ This was great advice that I received from my coach.”

Lakeya Jefferson, Senior Program Manager, 2015 DLN Participant

CONTINUING EDUCATION

• PARTICIPANTS ATTEND WORKSHOPS PRESENTED BY SENIOR LEADERS ACROSS NIELSEN BUSINESS UNITS
• PARTICIPANTS COMPLETE COURSEWORK WHICH CAN BE CUSTOMIZED FOR INDIVIDUAL DEVELOPMENT
• PARTICIPANTS ARE ASSIGNED TO CROSS-FUNCTIONAL TEAMS TO HELP SOLVE COMPLEX BUSINESS ISSUES WITHIN NIELSEN

“The DLN program has intellectually stimulating projects, workshops and curriculum.”

Monica Sanchez, Program Manager, 2013 DLN Participant

NETWORKING

• LOCAL NETWORKING EVENTS ARE HELD REGIONALLY
• COACHES AND OTHER BUSINESS LEADERS INCLUDE PARTICIPANTS IN HIGHLY VISIBLE, CROSS-FUNCTIONAL MEETINGS

“The Diverse Leadership Network program affords you the opportunity to interact with like-minded associates who, themselves, are at varying stages of their personal and professional journey. The value comes not just from networking, but also from the concerted and focused effort we all put in to create a deeper connectedness and collaborative culture for the future of Nielsen.”

Justin Salvador, Associate Client Director, 2014 DLN Participant
WHAT MAKES THIS NETWORK UNIQUE

PARTICIPANTS IN THE DIVERSE LEADERSHIP NETWORK ARE SELECTED BECAUSE THEY REPRESENT THE CALIBER OF TALENT TO INVEST IN, DEVELOP AND PREPARE FOR GREATER ROLES OF LEADERSHIP.

PARTICIPANTS:
- Demonstrate consistent high performance
- Display an interest in self-inspection
- Seek opportunities to learn
- Contribute diverse skills, experiences, and cultural backgrounds
- Desire to grow at Nielsen

“THE DIVERSE LEADERSHIP NETWORK HAS BEEN MY HIGHWAY TO SUCCESS. THE DLN HAS HELPED ME UNDERSTAND HOW TO ADD MORE VALUE, HOW TO BE AN AGENT OF CHANGE, HOW TO GET SUPPORT, AND HOW TO BUILD THE RIGHT SOLUTIONS FOR OUR CLIENTS.”

MARIANELA RAMSDELL
ARCHITECT, 2015 DLN PARTICIPANT

COACHES:
- Have a depth of experience
- Demonstrate leadership expertise
- Express passion for developing others
- Exemplify Nielsen’s values
- Committed to advancing diversity & inclusion

“LISTENING TO MY MENTEE OVER THE PAST YEAR HAS BEEN SO REWARDING. HE HAS EMBRACED THE PROGRAM AND FLOURISHED IN HIS WORK, HIS LEADERSHIP AND HIS LIFE. THE PROGRAM HAS FACILITATED TREMENDOUS SPIRIT AND INSPIRATION IN ALL ASSOCIATED WITH IT—THE BEST OF ITS KIND”.

MEGAN CLARKEN
GLOBAL PRESIDENT, PRODUCT LEADERSHIP 2014 DLN COACH
WHY COACHING

THE PURPOSE OF COACHING

To empower and challenge the participant to generate results based on their values, beliefs, vision and desired outcomes

“The true impact of the DLN program will be felt long after many of the participants and coaches have graduated. This program is slowly changing the DNA of our organization. As a coach, you get to be part of this transformation and collectively script the long-standing impact this will have on our company, people, clients, and communities.”

Ranjeet Laungani, SVP Client Service, 2015 DLN Coach

COACHING: THE VALUE PROPOSITION

- Enables learning and development to occur, resulting in improved performance
- Unlocks the participants’ potential to maximize their performance
- Promotes growth through new insights, identification of gaps, and expanded skill sets
- Encourages learning that would otherwise be acquired less thoroughly, more slowly, or not at all
- Exposes participants to areas of the business, teams, and other leaders not previously in their view
- The addition of professional, external executive coaching fosters deep self introspection through leadership and personality assessments and ‘wheel of life’ coaching. The result is values-based solution identification and implementation driven by the participant
THE ROLE OF THE MANAGER

• Support associate's participation in the program
• Discuss application of new learnings and challenge associate to apply in their role
• Engage in conversations with the associate about growth and opportunity
• Maintain responsibility for associate's reviews, goal setting, and ongoing feedback

“The DLN has been a fantastic leadership experience for my team member. The opportunity itself was energizing for her and once she started the program, our eyes were opened to what an incredible experience it could be. She had access to a network of leaders around the organization, a senior level mentor, diverse learning experiences, and new ways of challenging herself. I’ve seen her leadership skills and confidence blossom as a result of her participation in the program.”

Dee Brogan, VP Talent Acquisition, Manager of Program Graduate

THE ROLE OF THE PARTICIPANT

• Take responsibility for own growth and development
• Introspectively assess own performance
• Identify own development needs
• Keep manager in the loop on learning and experience
• Commit 10–15 hours per month to program participation

“Not only did DLN broaden my network and prospects across the company, it reminded me of the many great opportunities that exist across our global organization. Beyond that, it helped me figure out what I wanted out of my next step. DLN provided the training, coaching, and support to go after it. I was recently promoted and feeling more energized than I have in years.”

Charlene Polite Corley, Director Client Solutions, 2015 DLN Participant

THE ROLE OF THE COACH

• Challenge current attitudes and work practices
• Help set realistic goals for the participant
• Share in the learning process
• Motivate, encourage and teach self-assessment and reflective practices

“Serving as a coach is such a rewarding experience because of the people I get to meet who expand my knowledge of the company, our clients and our products and services.”

Angela Talton, Chief Diversity Officer, 2013, 2014 & 2015 Coach
CUSTOMIZED LEARNING CURRICULUM

Participants work through a customized syllabus of classes and continuing education activities. The learning curriculum is designed to increase business acumen and sharpen leadership competencies central to the Nielsen Leader Profile.

Examples of curriculum topics:
- Ideal Team Player
- Change Management
- Crisis Management
- Effective Communications
- Leading Teams

EXECUTIVE FACULTY WORKSHOPS

Business leaders actively engage with participants by facilitating in-person and virtual workshops. Workshops are focused on current business topics and include functional-area overviews, Nielsen’s leadership agenda, and the leadership journeys of our executives. These workshops have established connections that have led to rotation opportunities for participants and revenue-generating solutions.
BUSINESS ISSUE CASE STUDIES AND PROJECTS

Case studies give participants the opportunity to work on real business issues and to provide recommendations that will help Nielsen, our clients, our communities and the industry. The intent of the case studies is to promote cross-functional knowledge exchange, as well as networking. Participants have the opportunity to use their unique experiences to craft solutions. Case studies are both traditional and project-based, with a focus on outreach and corporate social responsibility.

Prior case studies and projects have included:

- **ERG Experience**: Built a global week-long media campaign to promote ERG awareness and drive membership
- **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 its offerings in mobile measurement
- **Diverse Supplier Competition**: Provided pro bono consulting to minority-owned small businesses
- **Financial Management Simulation**: Managed all aspects of business cycle in simulated environment to gain deeper understanding of financial management
- **Change Management Simulation**: Designed and implemented simulated change scenarios focused on managing stakeholders for sustained results

“BEFORE THE PROGRAM, I FELT SOMEWHAT SILOED FROM THE BROADER ORGANIZATION. THE BUSINESS CASE STUDIES HAVE PROVIDED ME AN OPPORTUNITY TO DIRECTLY IMPACT THE ORGANIZATION AND COMMUNITY IN A SIGNIFICANT WAY.”

RAGINI BAHL
VP CLIENT SOLUTIONS
2013 DLN PARTICIPANT
Diverse Supplier Consulting Competition

In partnership with Nielsen’s Supplier Diversity and Talent Engagement and Development teams, DLN participants engaged in a consulting case competition to solve a “client” business challenge. The clients were growing businesses from Nielsen’s supplier diversity network. The teams were tasked with developing convincing growth recommendations for the clients. The winning teams came up with solutions that were rooted in customer-centricity, sales-process transformation and change management.

“I FEEL INCREDIBLY FORTUNATE THAT OUR COMPANY WAS SELECTED FOR THE DLN CASE COMPETITION. I WAS SO IMPRESSED NOT ONLY BY THE RECOMMENDATIONS, BUT ALSO BY THE KIND OF COMPANY THAT NIELSEN IS TO INVEST IN LEADERSHIP DEVELOPMENT WITH SUCH A THOUGHTFUL AND COMPREHENSIVE PROGRAM. THE RECOMMENDATIONS THAT I RECEIVED WERE TRULY IMPRESSIVE AND I AM LOOKING FORWARD TO PUTTING THEM INTO PRACTICE SOON.”

MARINA MINTZ
CEO, PARAGON LANGUAGE SERVICES

“This activity was the first of its kind in the supplier diversity arena. We knew at the onset that it would be another way of strengthening Nielsen’s supplier diversity program through our greatest asset—our associates.”

LAMONT ROBINSON
VP SUPPLIER DIVERSITY
enERGize — ERG Experience Week

DLN participants led the end-to-end design and execution of Nielsen’s annual ERG Experience Week. ERG Experience Week 2016 was five days of sharing the value and impact of our Employee Resource Groups (ERGs). In 2016, the DLN expanded enERGize on a global scale reaching 61 offices and doubling the number of ERG sign ups during the week. The teams also engaged nearly 50 unique client and community partners.
LEARNING TO LEAD CHANGE IN WASHINGTON DC

In 2016, Participants and their coaches gathered in Washington, D.C. for a mid-program development forum. The theme was “Leading Change.” To develop their skills to lead change, participants and coaches met with members of Congress and participated in workshops with change-makers in the federal government and advocacy organizations.

What did participants learn?

• “We all have the ability to make a difference, no matter what we are working on—inside or outside of Nielsen. In order to do that we need to lead change...we do that by appealing to hearts and minds with story-based and fact-based narratives.”

• “Leadership is especially important during times of uncertainty. Those are the times when someone needs to step up and provide direction and drive.”

• “If you’re not at the table, you’re on the menu.’ That was a great analogy shared by Congressman Krishnamoorthi for how important it is to voice and fight for what you think is the right path forward.”
PARTICIPANT PRESENTATIONS

During the program, all participants present on a self-selected topic to an audience of peers, coaches and managers. These presentations provide participants an opportunity to hone their presentation skills and receive invaluable feedback from attendees.

“BEING A PART OF DLN HAS BEEN THE MOST MEANINGFUL PART OF MY CAREER AT NIELSEN. I AM SO THANKFUL THAT I GOT BE A PART OF IT, AND STILL PINCH MYSELF THINKING ABOUT THE OPPORTUNITIES WE WERE GIVEN. I AM GLAD MY FELLOW CLASSMATES AND I TOOK FULL ADVANTAGE OF ALL THE PROGRAM HAD TO OFFER.”

ELIZABETH SAMPSON
DIRECTOR CLIENT CONSULTING
2014 DLN PARTICIPANT

“I ENCOURAGE PARTICIPANTS TO TAKE THIS OPPORTUNITY AS A MORATORIUM—STEP OUTSIDE YOUR COMFORT ZONE, LEVERAGE THE STRENGTHS OF OTHERS, THINK INTROSPECTIVELY OFTEN, AND RECOGNIZE YOU AREN’T ALONE IN YOUR CAREER JOURNEY; WE ARE WITH YOU.”

EVAN LEE MILES
PROJECT MANAGER
2013 DLN PARTICIPANT
PROGRAM GRADUATES RECEIVE A CUSTOMIZED EXECUTIVE EDUCATION AT EMORY’S GOIZUETA BUSINESS SCHOOL IN ATLANTA, GEORGIA—A TOP-10 U.S. PROGRAM IN LEADERSHIP DEVELOPMENT. THE COURSEWORK FOCUSES ON: DEMONSTRATING CREDIBILITY, LEADING HIGH-IMPACT CHANGE, NAVIGATING YOUR NETWORK FOR KEY ORGANIZATIONAL INFLUENCE, UTILIZING LEVERS THAT INFLUENCE CULTURE AND EXEMPLIFYING THE COMPANY’S VALUES. CLIENT VISITS, GUEST SPEAKERS, AND A HOST OF NIELSEN LEADERS PARTICIPATE TO SUPPORT AND CONGRATULATE GRADUATES.
TO ME THE PROGRAM IS HUGELY BENEFICIAL BECAUSE IT NETWORKED ME WITH FOLKS FROM DIFFERENT BACKGROUNDS AND FUNCTIONS, AND EXPOSED ME TO VARYING VIEWPOINTS AND THOUGHT PROCESSES.

ARUN RAMASWAMY
CHIEF ENGINEER
2013 & 2015 DLN COACH

TO ME THE PROGRAM IS HUGELY BENEFICIAL BECAUSE IT NETWORKED ME WITH FOLKS FROM DIFFERENT BACKGROUNDS AND FUNCTIONS, AND EXPOSED ME TO VARYING VIEWPOINTS AND THOUGHT PROCESSES.

ARUN RAMASWAMY
CHIEF ENGINEER
2013 & 2015 DLN COACH

COACHING IN DLN IS TRULY A REWARDING EXPERIENCE AS IT IMPROVES TWO LIVES IN ONE INTERACTION. I LEARNED AS MUCH OR MORE AS MY MENTEE! SEEING HIM EXCEL AND UNLOCK HIS POTENTIAL WAS NOT JUST REWARDING BUT ALSO REJUVENATING.

PIYUSH MATHUR
SVP PEOPLE ANALYTICS
2015 DLN COACH

DLN COACHING IS DIFFERENT THAN OTHER MENTORING RELATIONSHIPS BECAUSE YOU ARE NOT ONLY A SOUNDBOARD, BUT A CHAMPION FOR YOUR PARTICIPANT.

CATHERINE HERKOVIK
SVP CLIENT SOLUTIONS
2015 DLN COACH
“IT TOOK ME ALL OF TWO SECONDS TO AGREE TO BE A COACH AND I HAVE APPRECIATED EVERY MOMENT OF IT. DLN SETS ITS OWN BAR. THE FACE-TO-FACE MEETS AND REGULAR CATCHUPS HAVE REALLY HELPED ESTABLISH A COMMUNITY OF FRIENDS THAT I WILL CHERISH.”

WAQAS CHEEMA
SVP OPERATIONS, GROWTH MARKETS
2014 & 2016 DLN COACH

“I HAVE BEEN WITH NIELSEN A LITTLE OVER 10 YEARS. IN THAT TIME, I HAVE BEEN VERY LUCKY TO BE A PART OF SEVERAL DEVELOPMENT PROGRAMS THAT NIELSEN HAS OFFERED. I CAN HONESTLY SAY THE DLN IS THE BEST PROGRAM I HAVE BEEN A PART OF.”

JARRETT GARCIA
DIRECTOR DATA SCIENCE
2015 DLN PARTICIPANT

“DLN, IS NOT JUST A NETWORK, IT’S FAMILY. YOU WILL BUILD RELATIONSHIPS AND MEMORIES THAT WILL LAST FOR A LONG TIME.”

VICTORIA JEAN
SENIOR MANAGER
2014 DLN PARTICIPANT
A JOURNEY OF LEARNING AND FRIENDSHIP
SUCCESS METRICS

Program participants are being developed to assume larger roles in the organization. Much of that growth happens organically, as participants expand their networks and pursue internal opportunities.

Participants, coaches and managers provide both qualitative and quantitative feedback that is reflected in the program scorecard. The scorecard measures participants’ leadership growth, movement to new roles, on-the-job-application of learning, and the overall experience.

New in 2017, the program will be tracking participant development relative to attributes from the Nielsen Leader Profile.
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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