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FOR 90 YEARS, NIELSEN HAS GROWN ITS BUSINESS THROUGH UNDERSTANDING THE DIVERSITY OF CONSUMERS AND THEIR EVOLVING BEHAVIORS. ENGAGING THE PERSPECTIVES OF A DIVERSE WORKFORCE, AND INNOVATIONS OF DIVERSE-OWNED BUSINESSES, ALLOWS NIELSEN TO CONTINUE BRINGING EVEN GREATER VALUE TO OUR CLIENTS AND SHAREHOLDERS.

David L. Calhoun, Chief Executive Officer
NIELSEN’S ONGOING COMMITMENT TO DIVERSITY AND INCLUSION INCLUDES ENGAGING THE TALENT OF DIVERSE SUPPLIERS TO ENHANCE OUR SUPPLY CHAIN. SUPPLIER DIVERSITY IS A KEY AREA OF FOCUS IN HELPING US EXPAND OUR FOOTPRINT AND UNDERSTANDING IN THE COMMUNITIES IN WHICH WE SERVE AND WORK.

Susan Whiting, Vice Chair and Chief Diversity Officer
Nielsen is pleased to release our first Supplier Diversity Annual report to demonstrate the proactive measures we are taking as a company to drive us closer to building a global world-class supplier diversity program.

As the world’s leading market research company, our data shows the tremendous buying power of diverse consumers, who are frequently employed by diverse companies. Leaders across Nielsen are committed to diversity, which includes growing the number of diverse suppliers throughout our supply chain. We know diverse entrepreneurs are equally capable of delivering high-quality, customized and cost-effective business solutions our internal and external clients expect.

Last year, our C-suite executives assembled an internal diversity council consisting of domestic and international senior leaders in key Nielsen business areas. The leaders meet, collectively and individually, to exchange ideas on how to further advance Nielsen’s overall diversity efforts, which includes supplier diversity initiatives. In addition, the supplier diversity team initiated several activities to leverage Nielsen’s supplier diversity presence among associates, suppliers, clients and diverse business advocates in the community.

As the leader of Nielsen’s supplier diversity program, I believe that we will celebrate more successes from our relentless pursuit to build a sustainable, global world-class supplier diversity program. We are driven by the passion of our results-oriented corporate leaders who are committed to taking this program to the next level.
In 2009, we launched our supplier diversity program with a strategy focused on measuring and providing sustainable business opportunities for minority and women-owned business enterprises (MWBEs). Over the past three years, we’ve implemented a set of building blocks, tasks, practices and processes established by supplier diversity advocates that would place our company on a steady path of growing into a world-class supplier diversity program. In 2012, our supplier diversity program achieved success by:
• Partnering with minority firms to co-manage Nielsen’s secondary offering after using them in our 2011 initial public offering
• Purchasing from certified MWBEs, which accounted for 5% of Nielsen’s overall US spend with suppliers
• Growing Tier 2 program participation from 26 in 2011 to 39, with a 22% increase of Tier 2 spend during the same period
• Developing metrics to track direct and indirect spend opportunities
• Conducting scorecard discussions with executive leaders of all business units
• Hiring a senior leader to recalibrate the supplier diversity program strategy and vision that further aligned supplier diversity goals to the supply chain, workforce and overall corporate initiatives
• Expanding diverse spend tracking to include veteran and LGBT-owned business enterprises
• Providing Tier 2 reporting to 13 clients in our Watch and Buy segments

Additionally, we expanded our outreach activities nationally while working with various diversity advocates. Using this broader platform, we proactively and aggressively searched to find exceptional and competitive certified diverse businesses that were positioned to obtain opportunities in a myriad of product and service categories. As with all suppliers, diverse partners were held accountable to provide value-added services and products, custom solutions and competitive pricing to assist with supporting the needs of our constituents.

While we have continued to build a successful foundation, we’re focused on building a global and strategic program. In order to develop a robust program, Nielsen hired Lamont Robinson to serve as the vice president to oversee supplier diversity efforts. His leadership provides assistance to Greg Serafin, senior vice president of Business Operations, and Angela Talton, senior vice president of Global Diversity & Inclusion (D&I). Collaborating with Sourcing and D&I serves as a tremendous conduit to achieve global supplier diversity success.
DEalinG suPPliER diVersity

Supplier Diversity is a business strategy that encourages the use of companies owned, operated and controlled by minorities, women, veterans and LGBTs, 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, please refer to the list on page 22.
Diverse businesses are among the fastest growing segments of the U.S. economy. There are approximately 5.8 million minority-owned businesses in the U.S. generating an estimate of $1 trillion annual revenue and employing nearly 6 million workers. There are also more than 8.6 million women-owned businesses, generating approximately $1.3 trillion in annual sales and employing nearly 7.8 million people. Sixty to eighty percent of all new jobs each year come from small businesses. When companies such as Nielsen partner with diverse businesses, they are also impacting the economic development of those communities in which they reside.

Since its inception in 2009, Nielsen’s supplier diversity program sought to ensure existing and future diverse partners were, in fact, diverse-owned and operated businesses. To obtain assurance, we adopted a policy in which our company defines and recognizes diverse suppliers as being:

- A for-profit business, regardless of size, physically located in the United States or one of its trust territories
- At least 51% owned, controlled and operated by a minority, woman, veteran or LGBT U.S. citizen
- Certified by one of the following certification agencies: National Minority Development Council (NMSDC), Women’s Business Enterprise National Council (WBENC), National Gay & Lesbian Chamber of Commerce (NGLCC), Government Agency (City, State or National)

Requiring certification of diverse suppliers seeking opportunities to partner with Nielsen is a critical element to our program for several reasons. Certification lends to the credibility and integrity of diverse supplier expenditures that we publicly report. And, it also ensures Nielsen’s supplier diversity initiatives benefit the diverse businesses we intend to support.

OUR BUSINESS CASE FOR SUPPLIER DIVERSITY

“SIX C’S” OF SUPPLIER DIVERSITY

Achieving our supplier diversity goals is directly tied to our approach with Customers, Competition, Compliance, Communities, Customization and Costs. The “Six C’s” is how we articulate and educate current and future Nielsen suppliers, customers and employees about how Nielsen is driving diversity in each area.

CUSTOMERS: Thirty-eight companies listed on DiversityInc’s 2011 Top 50 Companies for Diversity list are Nielsen clients, who rely on the validity of our supply chain and HR diversity metrics to keep them on this elite list.

COMPETITION: Having a successful supplier diversity program is often a differentiator for retention/recruitment of clients. At Nielsen, we are working to be a trendsetter to brand and develop tools that measure the economic impact of diverse suppliers in historically under-represented and disadvantaged communities.

COMPLIANCE: Some of our clients must adhere to mandated governmental diversity requirements to avoid business penalties. The reporting of our supplier diversity spend with clients assists in their overall diversity reports to federal, state, and local government entities.

COMMUNITY: Diverse businesses typically employ more individuals in underserved communities and are responsible for moving the needle to stimulate economic vitality more than their larger counterparts. We want our diverse partners to be able to create more jobs in underserved communities as a result of their Nielsen relationship.

CUSTOMIZATION: Diverse suppliers are often focused on innovation and provide business solutions faster than larger or non-diverse companies. Discovering additional capabilities of current diverse partners and presenting them to other Nielsen business unit leaders allow us to us maintain excellent customer service for clients.

COSTS: A diverse supplier base creates more competitive pricing, which ultimately contributes to our bottom line. We are in the process of building a mentoring program to help diverse suppliers learn innovative methods to restructure costs, as well as improve their inner operations.
2012 SUPPLIER DIVERSITY RESULTS & ACTIVITIES

DIVERSE SPEND SUMMARY

Nielsen was pleased to keep trending upwards with diverse suppliers by reaching 5% in overall diversity spend. This amount of $34 million included direct purchases, known as Tier 1 spend, which totaled $19.6 million, and indirect purchases, or Tier 2 spend, which contributed $14.4 million.

TIER 1 DIVERSE PURCHASES BY CATEGORIES

Tier 1 suppliers are businesses that we have purchased services and/or products from directly.

As identified in the bar graph, Technology & Telecom as well as Marketing, Research & Production were the primary diverse spend categories for Nielsen.

*NFurther description of categories are outlined on page 21*
2012 TIER 1 SPEND BY ETHNICITY
As part of measuring Nielsen’s diverse spend, we also evaluate diversity procurement to better understand the impact of specific ethnic groups in our supply chain.

Collectively, spend with minority suppliers encompassed the largest diversity classification as shown in the chart.

MINORITY-OWNED BUSINESSES = $11.1M
WOMAN-OWNED BUSINESSES = $8.5M
# 2012 Top 10 Diverse Suppliers

Building a world-class supplier diversity program involves the creation of sustainable business opportunities with current and future diverse suppliers. Below is a list of top diverse suppliers in our supply chain (based on spend) that had the greatest impact to our diversity goals while upholding our standards of excellence for all suppliers.

<table>
<thead>
<tr>
<th>MINORITY-OWNED</th>
<th>SERVICE CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHI International</td>
<td>Technology &amp; Telecom</td>
</tr>
<tr>
<td>Interconnect Cable Tech</td>
<td>Technology &amp; Telecom</td>
</tr>
<tr>
<td>Beaman Public Relations, Inc.</td>
<td>Advertising &amp; Marketing</td>
</tr>
<tr>
<td>Alianza Services</td>
<td>Furniture</td>
</tr>
<tr>
<td>Morningview Technologies</td>
<td>Technology &amp; Telecom</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WOMEN OWNED</th>
<th>SERVICE CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRG Global, Inc.</td>
<td>Research</td>
</tr>
<tr>
<td>Continental Management Co LLC</td>
<td>Technology &amp; Telecom</td>
</tr>
<tr>
<td>Hargrove Inc</td>
<td>Exhibit Services</td>
</tr>
<tr>
<td>AIS Market Research</td>
<td>Research</td>
</tr>
<tr>
<td>Luth Research Inc.</td>
<td>Research</td>
</tr>
</tbody>
</table>
TIER 2 PROGRAM

The support we receive from our large, non-diverse suppliers is just as important as our direct diverse relationships. Because of this, we also capture their spend activity with diverse owned businesses. This tracking process is generally referred to as Tier 2 Spend reporting.

Through the efforts of our Strategic Sourcing team, the number of non-diverse suppliers reporting Tier 2 spend grew from 28 in 2011, to 39 in 2012, which is 22% increase compared to 2011. In 2012, Tier 2 spend was $14.4 million. We are pleased to see the impact non-diverse supplier partners have had on our Tier 2 program and will continue to have more strategic discussions with others.

TIER 2 YEAR OVER YEAR COMPARISON (2009-2012)
The top non-diversely supportive companies in our Tier 2 Reporting program in 2012 were the following:

- Adecco
- AT&T
- Avis
- GE
- HP
- Tata Consultancy Services
- Cincinnati Bell

Technology Solutions
DIVERSITY COUNCILS

Our external advisory council and supplier diversity internal/external subcommittees provide candid feedback on the strategic direction of our supplier diversity program. The council also contributed key suggestions on ways to build a global world-class supplier diversity program.

BUSINESS UNIT SCORECARD AND DIVERSE SPEND SUMMIT

On a quarterly basis, we met with business unit leaders to highlight their supplier diversity activities, discuss their supplier diversity performance against goals, and articulate future supplier diversity inclusion opportunities.
EMPLOYEE RESOURCE GROUPS (ERGs)

We partnered with our seven ERGs to assist with supporting diverse companies that specifically pertain to the various classifications for each group. Our ERGs attend supplier diversity conferences, provide mentoring to MWBEs and offer suggestions on the growth of our supplier diversity program.

OUTREACH INITIATIVES

We expanded our presence and role at industry-related business conferences, opening the door to generating more viable opportunities for diverse business owners. Our clients’ plethora of diverse and non-diverse suppliers, corporate leaders, and sourcing professionals assisted us with diversifying our domestic and international supply chain needs.

We limited our partnerships to national and local business development organizations that could strategically help us: 1) identify new diverse suppliers in our industry; 2) expand our support of clients’ diversity efforts; and 3) champion our commitment to serve diverse communities.

Below is a list of our corporate memberships, business conferences and program events the Nielsen Supplier Diversity team supported in 2012.

CORPORATE MEMBERSHIP

- Chicago United
- Chicago Minority Supplier Development Council (ChicagoMSDC)
- National Gay & Lesbian Chamber of Commerce (NGLCC)
- National Minority Supplier Development Council (NMSDC)
- Women’s Business Enterprise National Council (WBENC)

CONFERENCE SPONSORSHIP

- Chicago Minority Supplier Development Council – Chicago Business Opportunity Fair
- National Minority Supplier Development Council – National Conference & Business Opportunity Fair
- United States Hispanic Chamber of Commerce – National Convention & Business Fair
- Women’s Business Development Center – Entrepreneurial Conference, Women’s Business & Buyer’s Mart
BUSINESS PROGRAM EVENTS & DESCRIPTION

FIVE FORWARD INITIATIVE
The Five Forward program, facilitated by Chicago United, tracks Nielsen’s business opportunities and spend with five current and/or new local minority firms from the Chicagoland area. The non-profit organization’s platform focuses on multiracial leadership development in key areas of corporate governance, executive management and multiracial business relationships.

SUPPLIER WEBINAR SERIES
Nielsen hosted two free online webinars for registered diverse suppliers interested in gaining valuable insights on responding to request for proposals (RFP) as well as presentation preparedness before approaching major corporations for business opportunities. The Missing Piece: How to Position Your Company In The Corporate Supply Chain was led by x10 Solutions, Inc. a woman-owned business specializing in innovative marketing strategies, sales development and training solutions. CEI Media Group, a minority-owned firm with an expertise in social media communications, corporate identity, and digital presentations, wrapped up the 2012 webinar series with their Polish-to-Profit: Brand Development for Sustainability.

SMALL BUSINESS SATURDAY®
We encouraged our employees to participate in Small Business Saturday, which is a nationwide holiday shopping event in which shoppers are encouraged to patronize local, small businesses on the Saturday between Black Friday and Cyber Monday—the busiest shopping days of the year.
2013 THE NEXT LEVEL

RIISE

Nielsen’s supplier diversity program will become a world class organization through a newly developed concept called RIISE. The specific areas of focus for RIISE are:

- **REVENUE AND INCOME**: Seek revenue-generating and cost-cutting opportunities using Nielsen’s internal assets and relationships with diverse partners.

- **INFRASTRUCTURE**: Finalize the infrastructure of a world class supplier diversity program by creating an internal culture that fully supports procurement of products and services from diverse businesses.

- **SPEND**: Increase Nielsen’s spend with diverse businesses through Tier 1 and Tier 2 opportunities as a result of strategic partnerships with suppliers and clients, global relationships as well as diversity category expansion.

- **EDUCATION**: Focus on efforts to disseminate supplier diversity messages to external/internal councils, customers, suppliers, employees and communities.
ACTION PLAN

Nielsen will continue to refine its supplier diversity strategy to further support Nielsen's corporate Diversity & Inclusion activities while continuing to embrace initiatives to expand opportunities for diverse suppliers. Planned program activities in 2013 include:

- Establish minimum diversity spend goals for each business unit
- Explore new technology to enhance our sourcing capabilities
- Expand diversity classifications to include veteran and LGBT owned businesses
- Establish a cross functional team of procurement, finance and government affairs to develop strategies to achieve short-, mid- and long-term supplier diversity goals
- Develop and execute an annual diverse outreach strategy which includes increased workshops and events hosted by Nielsen
- Engage proactively at the board level with national and regional diversity advocates
- Debrief with unsuccessful diverse vendors to educate on opportunities to improve bids
- Establish activities encouraging certification of diverse entrepreneurs
- Expand internal supplier diversity training and create ERG supplier diversity champions to assist with efforts in major Nielsen locations
- Prepare and submit 2013 Nielsen Annual Report
- Produce and distribute internal supplier diversity reports to assess progress and adjust strategies as necessary
- Partner with clients to meet their supplier diversity needs
- Seek strategic alliances between diverse and non-diverse businesses to increase diversity spend
- Conduct a Diverse Spend Summit with business unit leaders
## DEFINITIONS

## DESCRIPTION OF MAJOR PURCHASE CATEGORIES

<table>
<thead>
<tr>
<th>MAJOR PURCHASE CATEGORY</th>
<th>EXAMPLES OF SERVICE DESCRIPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities</td>
<td>Furniture, Other Office Expenses, Office Maintenance &amp; Repair, Building Leasing, Relocation</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Employee Awards, Temps / Contractors, Associate Training, Recruitment Fees, Other Staff Costs and Payroll Process / Agency</td>
</tr>
<tr>
<td>IPO</td>
<td>Usage of diverse firms in Nielsen’s initial public offerings, secondary offerings and other investment activities.</td>
</tr>
<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>
</tr>
<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>
</tr>
<tr>
<td>Vehicles</td>
<td>Vehicle Leasing, Rentals, Maintenance, Repair</td>
</tr>
</tbody>
</table>
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 (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, 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; and (c) at least 35% 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, 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 have a “disability” if s/he has a physical or mental impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such impairment.
2012 EVENTS
2012 EVENTS
2012 EVENTS
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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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