

The Nielsen logo, consisting of a stylized double arrow icon followed by the word "Nielsen" in a white sans-serif font.

# 2023 ESG Report



# A message from our CEO

## Celebrating 100 years

Nielsen will proudly celebrate its 100<sup>th</sup> year in business on August 24, 2023.

This is a remarkable time in the history of our company, and the media industry at large, and I think our founder, Arthur C. Nielsen Sr., would have been delighted to see our progress as an industry leader.

Today as a society, we are living in a true renaissance period, as technology—including mobile phones, smart TVs and a growing list of streaming services—is powering a rapid and dramatic shift in the media ecosystem. For the first time ever, audiences around the world are in control of what, when and where they watch programming, and never before have there been so many content choices.

In this rapidly evolving media landscape, Nielsen is playing a critical role. We are measuring what and where audiences engage in programming so the makers of content, distributors of content, advertisers and sponsors of content all have a truth set on which to conduct business with each other.

Our shared reference library of metadata—the Gracenote business—is helping viewers around the world search for and find content they love. Our analytics businesses, and partners, are providing data-driven insights to both advertisers and publishers to assist in better decision-making.

Embedded in all of our work is a commitment to engage our people, processes, data and technology to make Nielsen a more responsible company and to help enable a more equitable world, where everyone is included and everyone counts.

## The next 100

Throughout our 100-year journey, we have witnessed many changes—in the world, our industry and our business itself, most recently becoming a private company in October 2022.

Operating today in more than 55 countries, we understand that the world continues to grapple with countless issues. To drive our impact as an audience measurement, data and analytics company for the future, we are focused on the most important environmental, social and governance (ESG) factors that affect our business, operations and stakeholders globally. Through responsible, sustainable business practices and our commitment to giving back with volunteering and pro bono projects, we care for the communities and markets where we live and operate. Each day, we help prepare our clients to adapt to an ever-changing future, with Nielsen as a committed, trusted resource in responsibility and sustainability.

## ESG impact

In the pages that follow, I am excited to share our strategy, updates and achievements within six ESG focus areas: diversity, equity and inclusion (DE&I), communities, environment, human capital, data privacy and security, and governance.

We have made great strides toward realizing the 2024 goals we shared last year. We continued progress on our DE&I commitments, exceeding our goal for Hispanic representation in senior leadership in the U.S. by reaching

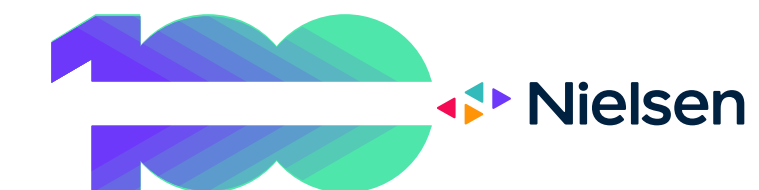
6.3%. To minimize the carbon impact of the transportation that our field teams use to recruit and maintain relationships with our research panelists, we converted 18% of Nielsen's global fleet to electric or hybrid vehicles. Through our Data for Good® pro bono projects, we continue to strategically donate Nielsen data, time and expertise to help address critical social and environmental challenges, while also engaging our employees and expanding our capabilities in new ways across our communities. In 2022, our employees logged more than 21,000 volunteer hours around the world.

## In closing

As we start our second century of business, I could not be more excited and proud of Nielsen. With a commitment to operate responsibly and sustainably, we are well positioned for a bright future, as we work to power a better media future for all people.

Best,

**David Kenny**  
Chairman and CEO



# Table of contents

<b>About this report</b>	4
<b>ESG highlights and goals</b>	8
<b>Diversity, equity and inclusion</b>	11
<b>Communities</b>	29
<b>Human capital</b>	42
<b>Environment</b>	58
<b>Data privacy and security</b>	70
<b>Governance</b>	78
<b>Appendix</b>	89

# About this report

This 2023 Environmental, Social and Governance (ESG) Report provides a comprehensive overview of Nielsen’s ESG strategy, approach and performance, inclusive of 2022 data. Given the rising importance of providing frequent ESG updates on our progress and strategy for a range of our stakeholders, we plan to continue sharing ESG updates on an annual basis.

This report is organized around our six main ESG topic areas, consistent with previous ESG reports, and includes a narrative overview of each, along with supplemental data and information. In the [Appendix](#) of this report, we provide additional data disclosures on topics most relevant to Nielsen. We also provide addenda on two external reporting frameworks: the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD).

For questions, please reach out to Nielsen’s Corporate Citizenship team at [nlsncorporatecitizenship@nielsen.com](mailto:nlsncorporatecitizenship@nielsen.com).

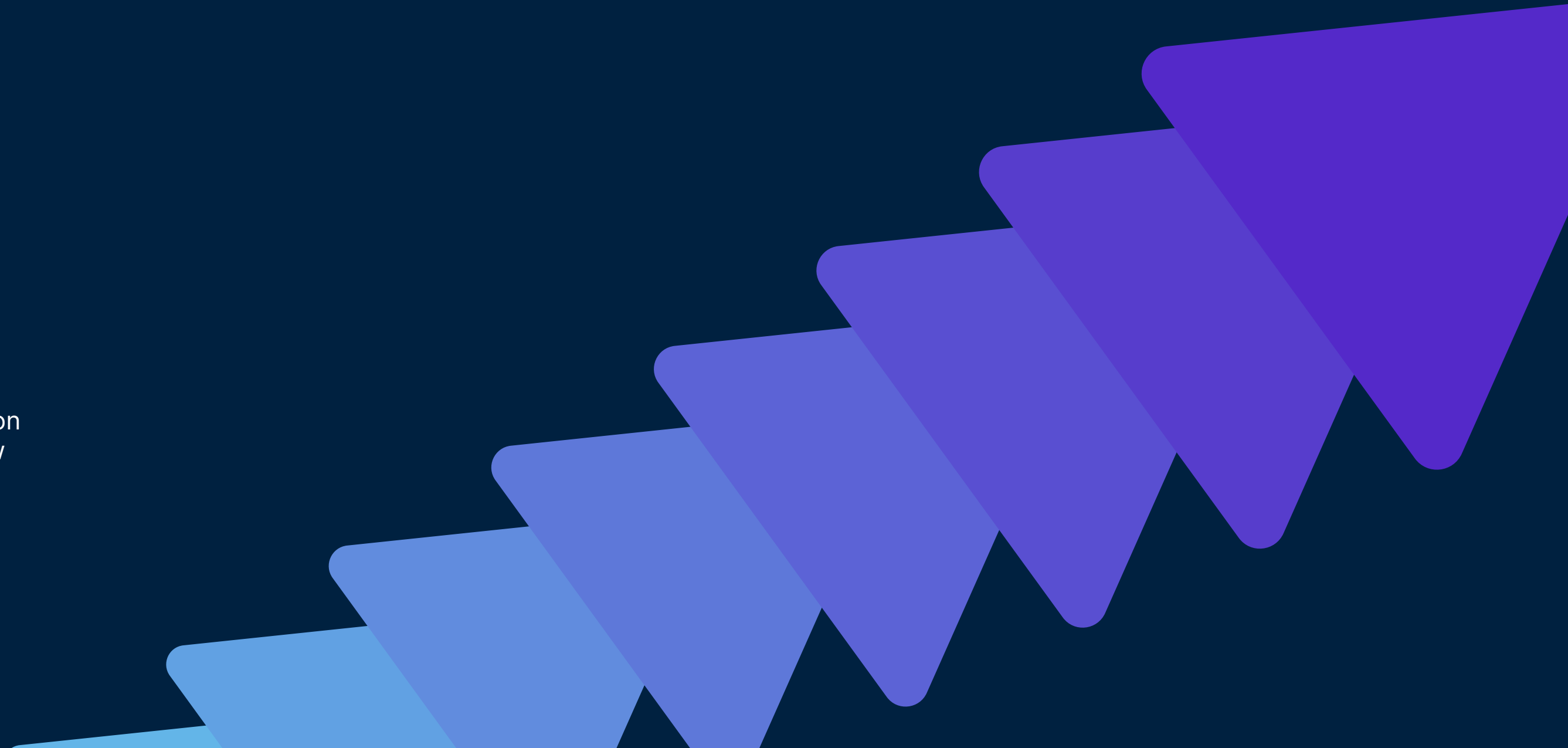
## Forward-looking statements

This presentation includes information that could constitute forward-looking statements. These forward-looking statements generally may be identified by words such as “will,” “intend,” “expect,” “anticipate,” “should,” “could” and similar expressions. These statements are subject to risks and uncertainties, and actual results and events could differ materially from what presently is expected. Factors leading thereto may include, without limitation, the risks related to Nielsen’s previously completed sale to a private equity consortium, including any unexpected liabilities or costs and Nielsen’s ability to realize anticipated cost savings, the failure of Nielsen’s new business strategy in accomplishing Nielsen’s objectives, economic or other conditions in the markets Nielsen is engaged in, impacts of actions and behaviors of customers, suppliers, competitors and key employees, technological developments as well as legal and regulatory rules and processes affecting Nielsen’s business. This list of factors is not intended to be exhaustive. Such forward-looking statements only speak as of the date of these materials, and Nielsen assumes no obligation to update any written or oral forward-looking statement made by Nielsen or on its behalf as a result of new information, future events or other factors, except as required by law.

# About Nielsen

Nielsen shapes the world’s media and content as a global leader in audience measurement, data and analytics. Through our understanding of people and their behaviors across all channels and platforms, we empower our clients with independent and actionable intelligence so they can connect and engage with their audiences—now and into the future. Nielsen operates around the world in more than 55 countries. Learn more at [www.nielsen.com](http://www.nielsen.com) and connect with us on social media (Twitter, LinkedIn, Facebook and Instagram).

In October 2022, Nielsen was acquired by a private equity consortium led by Elliott Investment Management L.P. and Brookfield Business Partners L.P., together with its institutional partners.





# Key ESG issues

Nielsen's most recent assessment of our key Environmental, Social and Governance (ESG) issues was completed in December 2021. This updated analysis marked the fourth such assessment Nielsen has undertaken, and considered our most important ESG impacts in the context of a rapidly changing industry and world as a media-focused company.

The objective of this assessment was to identify and describe ESG issues and topics of greatest relevance to Nielsen and its stakeholders, to ultimately inform Nielsen's internal ESG strategy and planning, and ensure transparency in our reporting.

The analysis process drew on a wide range of public and internal documents, an employee survey and interviews with internal and external stakeholders. More information on the methodology and findings of this assessment can be found on our [website](#).

## Stakeholders considered and involved as part of this assessment included:

- Employees and company leaders
- Clients
- Industry trade groups and influencers
- Regulators and policymakers
- Community organizations and nonprofits
- Investors
- Suppliers and strategic business partners

## Our key ESG issue clusters

### **Societal trust in media**

People's perceptions of the societal impacts created or amplified by the media and advertising ecosystem in which Nielsen operates

### **Climate change and environment**

Climate change and other environmental factors such as waste management and energy management, especially as they relate to Nielsen and the media and advertising industries' roles

### **Fair and functioning media ecosystem**

The business practices of Nielsen and other industry stakeholders such as media producers, distributors and advertisers, and how we all contribute to or detract from a healthy media industry

### **Social inclusion**

Nielsen's approach to DE&I within its business, as well as the company's influence over media and advertising content created by others as it relates to diverse audiences, representation and overall inclusion

### **Human capital management**

The impacts of Nielsen's operations and culture on its employees, contractors and suppliers, and the company's ability to support, enable and empower its people

### **Ethical governance and business integrity**

The internal- and external-facing impacts of Nielsen's governance and approach to business integrity

### Sample of external ESG recognition<sup>1</sup>



Earned a gold rating from our 2023 EcoVadis assessment, achieved by approximately the top 5% of companies assessed



Received a 'B' for our 2022 CDP Climate Change assessment, taking Nielsen to the 'Management' tier. Also received an 'A' in the Supplier Engagement Rating, placing Nielsen on the Supplier Engagement Leaderboard



Included in JUST Capital's and CNBC's "JUST 100" 2022 list



Included in the 2022 Bloomberg Gender-Equality Index



Ranked #5 out of 100 global companies on Equileap's 2022 Gender Equality Global Report & Ranking, and #1 in the U.S.



Earned a 100% ranking on the Human Rights Campaign Foundation's 2022 Corporate Equality Index and named one of the Best Places to Work for LGBTQ+ Equality



Ranked #37 on 100 Best Corporate Citizens 2022 by 3BL Media



Named to USA Today's inaugural list of America's Climate Leaders 2023

<sup>1</sup> With the change in Nielsen's status from a public company to a private company in October 2022, our company is no longer eligible for inclusion in all listed awards and indices for future years.

# ESG highlights and goals

## ESG area

## 2022-23 highlights

## 2024 goals

## Current status



Diversity, equity and inclusion

- Added our 14<sup>th</sup> Business Resource Group (BRG), Marhaba, for employees of Arab descent, and continued to strengthen BRG participation, with over 20% of employees opting in to at least one BRG and holding over 270 BRG events
- Graduated over 100 employees from our array of diverse career leadership development programs, with between 40%-50% of leaders from each of the programs moving into new roles and an 80%-100% employee retention rate across individual programs
- Continued our Diverse Intelligence Series with new reports and insights, including our first report on LGBTQ+ audience insights on a global scale, covering nine top markets

- Achieve 46% of women represented in global leadership →
- Achieve 5.2% representation for U.S. Black talent in senior leadership →
- Achieve 6.0% representation for U.S. Black mid-level talent →
- Achieve 5.9% representation for U.S. Hispanic talent in senior leadership →
- Maintain 15% of our U.S. supplier spend with certified diverse-owned businesses, with 18% as a stretch goal →

- 40.9% as of the end of 2022
- 3.4% as of the end of 2022
- 5.4% as of the end of 2022
- 6.3% as of the end of 2022
- Met goal of 15%, reaching over \$90 million in 2022 spend



Communities

- Across 45 countries, 3,300 employees logged 21,330 total volunteer hours
- An estimated \$21.7 million in kind was donated through pro bono projects and skills-based volunteering
- The Nielsen Foundation, a separate private foundation, provided more than \$2 million in grants to 53 nonprofit organizations

- Increase employee participation in community-oriented programs to 30% →
- Contribute \$30 million in total in-kind value for pro bono data donations, public reports, and other support for organizations and topics that are powering a better media future for all people →
- Grant \$6 million by the Nielsen Foundation, a private foundation originally funded by Nielsen, to support educational access and persistence, economic mobility and well-being, and representation in media and technology →

- Achieved 24.3% participation in 2022, up from 20% in 2021
- An estimated \$21.7 million in kind was donated through pro bono projects and skills-based volunteering in 2022
- The Nielsen Foundation provided more than \$2 million in grants to 53 nonprofit organizations in 2022



ESG area

2022-23 highlights

2024 goals

Current status



Human capital

- Invested in the development of our People Managers as catalysts of our people, business and culture. This three-pronged approach included a focus on increasing role clarity, skill development and access to data and tools
- Designed and rolled out leadership development cohorts—Lead, Boost and Ascend—to connect and enhance the capability of people managers. These programs were designed in conjunction with several Career Development programs to develop and raise the visibility of key talent, as part of our commitment to strengthen and diversify our leadership pipeline
- Distributed over \$200,000 across 148 grants in nine countries through the Nielsen Global Support Fund, which allows Nielsen employees to donate to fellow colleagues in need and to apply for support in times of personal hardship or natural disaster

- Track and increase our Employee Net Promoter Score (eNPS) from “good” to “great” according to external benchmarks

- 
- Our eNPS, while still positive, has dropped since our last survey in 2021. We are actively focused on identifying priority actions to address company-wide, as well as specific to business units and regions. We aspire to a target level of 20 or above in the survey we will conduct in 3Q 2023, and to sustain it over the coming years



Environment

- Celebrated our 10th annual Earth Day in April 2023, bringing together nearly 1,100 employees across 24 countries, through 97 in-person and virtual events and activities, engaging and educating about emissions reduction and environmental justice
- 18% of Nielsen’s global fleet has been converted to electric or hybrid vehicles, including 33% of our European fleet, nearly 19% of our U.S. fleet and 13% of our Puerto Rico fleet
- Engaged 100% of our major travel suppliers through meetings and a third-party sustainability scorecard process, and formally assessed 85% on their ESG practices, covering all three major categories of Nielsen’s travel spend (air travel, auto travel and hotels/accommodations)

- Reduce our on-premises physical server footprint to 10% of Nielsen’s overall physical server footprint
- Reduce our business travel spend by 25% from our 2019 pre-COVID baseline, and implement a travel policy that will maintain the reduced travel emissions
- Ensure all of Nielsen’s electronic waste (e-waste) managed through our global field operations team is recycled, reused or refurbished

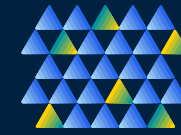
- 
- Closed 2022 with our on-premises physical server footprint at 22% of Nielsen’s overall physical server footprint, representing a 78% reduction compared to the 2021 baseline
- 
- 56% year-end reduction in business travel spend from our 2019 pre-COVID baseline
- 
- All assets/equipment recovered and processed for end-of-life disposal by our field operations were managed responsibly and were diverted from landfill, to be recycled, reused or refurbished

ESG area

2022-23 highlights

2024 goals

Current status



Data privacy and security

- Over 1,000 employees participated in Privacy Awareness Month activities in January 2023, including a 2023 privacy landscape awareness event
- Over 2,500 employees participated in Cybersecurity Awareness Month activities in October 2022, which included awareness training, live sessions and a company-wide phishing tournament
- Achieved over 80% attestation from employees, contractors and consultants to the Acceptable Use Policy

- Ensure that 100% of eligible employees are held accountable to complete required privacy training
- Conduct the biennial benchmark study to measure Nielsen’s efficiency, effectiveness and performance to the National Institute of Standards and Technology (NIST) Cybersecurity Framework and adjust target maturity scores based on business needs

- • Added a global mandatory privacy policy training, which began in 2023, for all employees to complete alongside our updated Code of Conduct annual training and certification
- • Third-party maturity assessment completed. Overall maturity increased in alignment with target goals. Strategic initiatives have been defined to further enhance performance



Governance

- Required the Board and all employees—except where not permitted by local laws—to annually certify that they understand and will abide by our Code of Conduct
- Advocated on issues important to our business and inclusion across society, including U.S. Census funding, diversity in media, media ownership, tax reform, privacy, e-commerce, digital advertising, TV audience measurement and more
- Updated Nielsen’s Human Rights Guidelines in April 2023, which guides our commitment to uphold the standards of human rights in our operations around the world

- Ensure that >80% of Nielsen policies are up to date based on our policy framework cadence
- Improve average days-to-close Integrity Reports to 40 days

- • 81% compliant on global policy updates as of year-end 2022
- • 53 days-to-close as of year-end 2022

The image features a dark blue background with four overlapping, semi-transparent triangles. The top-left triangle is purple, the bottom-left is pink, the top-right is orange, and the bottom-right is teal. The text 'DE&I' is centered in white. The triangles are arranged in a diamond-like pattern, with each triangle overlapping the others.

**DE&I**



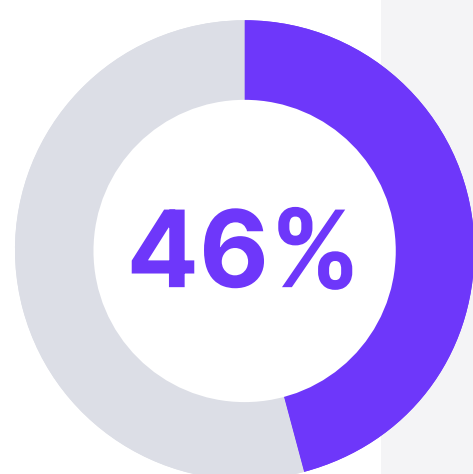
## Diversity, equity and inclusion

Truly inclusive measurement—on both sides of the screen—is a necessary ingredient to build a media ecosystem that can power a better media future for all people. To measure everyone, across all channels and platforms, we must uncover new insights into and about diverse, often overlooked communities and the content they watch.

DE&I is essential to everything we do at Nielsen. Inclusion is part of our Nielsen values. When we operate in a culture that is diverse and inclusive, innovation flourishes, our clients win, and employees are engaged and collaborate to bring the best that Nielsen can offer to the communities we measure.



*In 2022, Nielsen Chairman and CEO David Kenny renewed the company's commitment to the Leading Executives Advancing Diversity (LEAD) Network CEO pledge to reach*

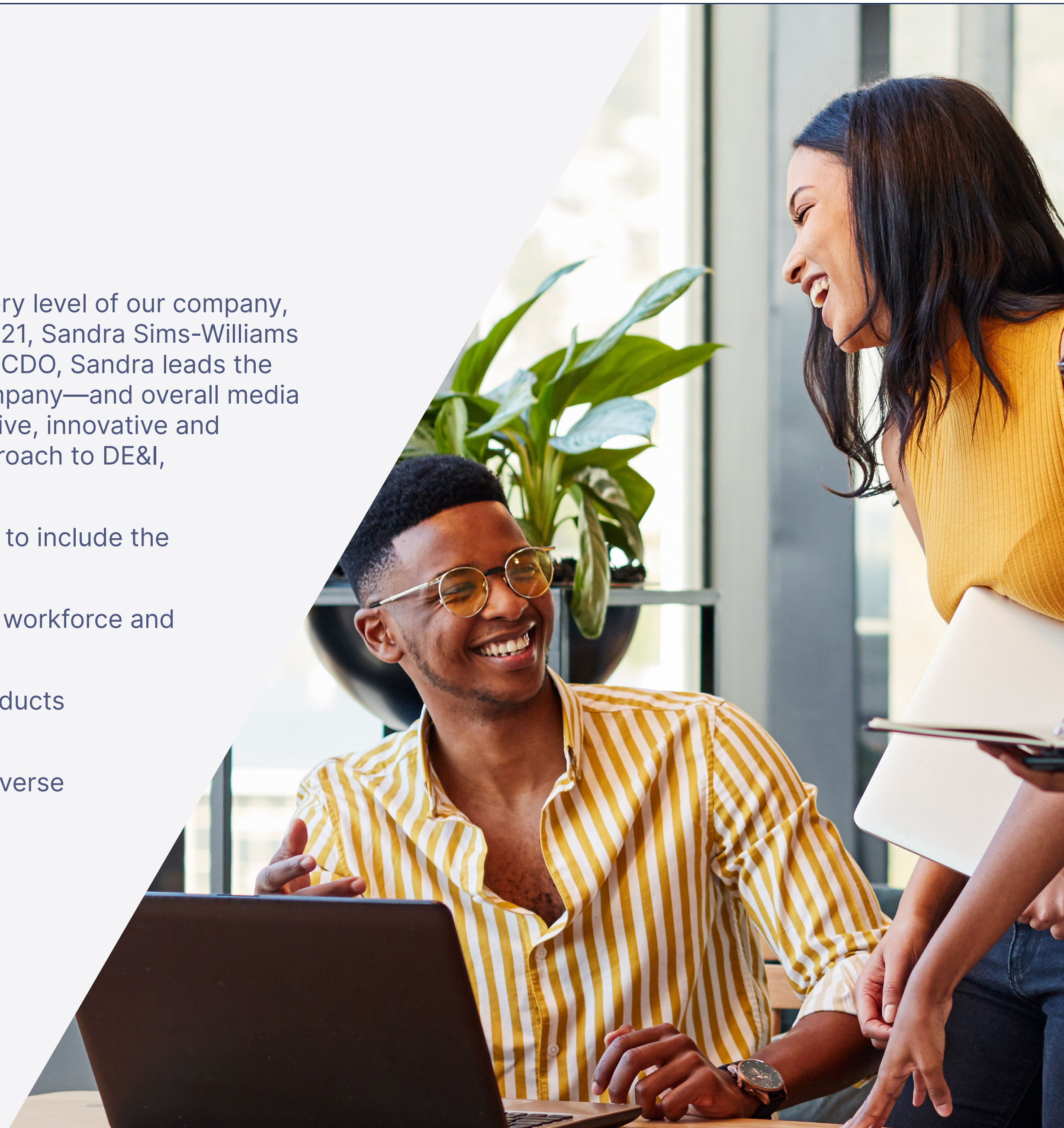


*of women in senior leadership roles by 2024*

Nielsen's commitment to DE&I is present at every level of our company, including our CEO and senior leaders. Since 2021, Sandra Sims-Williams has been our Chief Diversity Officer (CDO). As CDO, Sandra leads the DE&I global strategy and team to drive our company—and overall media landscape—toward a future that is more inclusive, innovative and representative of all. For more on Sandra's approach to DE&I, see [page 16](#).

In early 2023, we refined our approach to DE&I to include the following three core focus areas:

- **People:** Nurturing the talents of our diverse workforce and supply chain
- **Business:** Building and scaling inclusive products and services
- **Community:** Increasing representation of diverse communities in media and having a positive social impact on the communities we serve

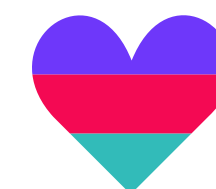






# 2022-23 highlights

- Expanded our Gracenote Inclusion Analytics coverage to include data on disability representation
- Added our 14th Business Resource Group (BRG), Marhaba, for employees of Arab descent, and continued to strengthen BRG participation, with over 20% of employees opting in to at least one BRG and holding over 270 BRG events
- Graduated over 100 employees from our array of diverse career leadership development programs, with 40%-50% of leaders from each of the programs moving into new roles and an 80%-100% employee retention rate
- Launched Executive Committee-led *Let's Chat, Let's Connect* DE&I conversations, holding 16 sessions with 173 attendees to date



**We published our first report on LGBTQ+ audience insights on a global scale, covering nine top markets**

- Continued our Diverse Intelligence Series with new reports and insights on the areas below, including our first report on LGBTQ+ audience insights on a global scale, covering nine top markets:
  - [Diverse-owned media](#) – February 2022
  - [Asian American audiences and on-screen representation](#) – May 2022
  - [Seeking authenticity—A view of international LGBTQ+ media perceptions](#) – June 2022
  - [Latino-led content and viewers](#) – September 2022
  - [Amplifying Black voices in media](#) – October 2022
  - [Visibility of disability](#) – December 2022
  - [Being seen on screen](#) – January 2023
  - [Seen, heard, valued—Engaging Asian Americans through media](#) – April 2023

# 2024 goals

- Achieve 46% of women represented in global leadership
  - 2022 Progress: 40.9%
- For groups where Nielsen is under-indexed (based on market availability by skill set):
  - Achieve 5.2% representation for U.S. Black talent in senior leadership
    - 2022 Progress: 3.4%
  - Achieve 6.0% representation for U.S. Black mid-level talent
    - 2022 Progress: 5.4%
  - Achieve 5.9% representation for U.S. Hispanic talent in senior leadership
    - 2022 Progress: 6.3%
- Maintain 15% spend with diverse firms of our U.S. sourceable spend, with a stretch goal of 18%
  - 2022 Progress: Met goal of 15%, reaching over \$90 million in 2022 spend

■ 2022 progress ■ 2024 goal

# Q&A with Sandra Sims-Williams, Chief Diversity Officer



**Sandra Sims-Williams**  
Chief Diversity Officer

"As a global leader in audience measurement, data and analytics, diversity continues to be our differentiator."

## What motivates you in your role as a DE&I leader?

Three years ago, I joined Nielsen with a clear idea of what I was going to do as a DE&I leader. My previous work and experiences gave me a strong sense of what makes a successful DE&I strategy.

Then, the COVID-19 pandemic started, just a few weeks into my Nielsen tenure, and changed the entire landscape in terms of engaging and supporting people. We all had to become more human at work, because you couldn't walk away from what was going on. We were all sitting in front of the computer, staring at these boxes and pretending that we are having human connection, when we were all feeling isolated and uncertain about the state of the world. At the same time, we had to connect with people in their most human

form and where they are coming from on multiple dimensions—not just a day-to-day work context, but also what's going on behind that computer screen in their homes, their families, their communities.

That leadership experience through the pandemic has continued to motivate and drive me as a DE&I leader. Our company and managers need to recognize what representation and inclusion really mean, so we can create an environment where people feel included and supported as their whole selves; and where they can fully bring their talents and experience to the work we do.

## Nielsen's values are Inclusion-Courage-Growth. How do you live those values as a leader?

I didn't always have—or give myself—the space where I could show my vulnerabilities and challenges at work. But after the murder of George Floyd in 2020, I couldn't ignore my feelings. I talked to my CEO, peers and team members about the sleepless nights and hard days, especially in the immediate aftermath, and especially as the mother of a Black son. By being transparent with my own feelings and thoughts, other leaders felt they too, had permission to share their feelings and experiences—some for the first time. To me, that humanity is what living our values of Inclusion, Courage and Growth is all about. As leaders, that's how we have to model those values.





### Nielsen has been going through many changes, both inside our company and in the industry. How do the Business Resource Groups support our transformation?

Nielsen is in a period of rapid learning and transformation, just like the broader media and technology industries. As we transform our culture to be even more focused on our clients and growth, our 200+ BRG leaders are the “culture meters” for where we are today and how we create our future. They help our company leaders better understand the business priorities and challenges facing our employees around the world—what they need, where we’re leading and where we need to keep up.

They are also our “cultural transformers.” Our BRG leaders have the courage and motivation to create the type of culture that we need to succeed as a business and where people can show up to achieve their fullest potential. With intention and authenticity, BRG leaders model the mindsets, behaviors and actions of our values (Inclusion, Courage and Growth) and Growth Culture (Transformation Obsessed, Learn-It-Alls Not Know-it-Alls, Outside-In and One Company) and inspire the same in others.

### What’s one thing that surprised you in your role recently?

Earlier this year, the Corporate Citizenship team moved into my organization, and I now lead both DE&I and ESG efforts at Nielsen. It was clear to me that bringing these functions together could help us to better manage key risks, and cultivate more compelling and impactful opportunities for collaboration—for our people, our business and the communities we serve. But what’s been surprising to me and my team is how quickly the combination of these functions has already deepened our

company’s broader conversations around topics like environmental justice.

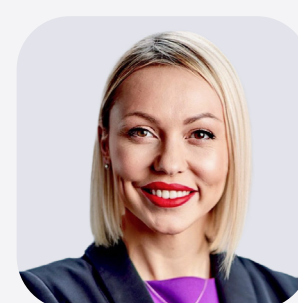
For example, for Earth Day in 2023, we held a virtual volunteering event where almost 40 employees learned more about the environmental impact of waste on chronically marginalized communities. It’s clear that climate change is having an impact on already vulnerable communities in a quicker and stronger way than many people anticipated, and the connection between the conversations about environmental and social inequities will be more important than ever before. And I’m inspired and motivated by the role that Nielsen can play to generate awareness and education about these inequities throughout the media ecosystem.

### What is next for DE&I across Nielsen?

As a global leader in audience measurement, data and analytics, diversity continues to be our differentiator. We recognize the unique role we play to influence change in our industry, in our communities and around the world. That includes not just greater representation and inclusion, but ensuring that it is *authentic* representation that creates greater awareness and empathy. The media and advertising industries are powerful forces for our understanding of other people and experiences. Nielsen has a central role to play in using our insights to foster that understanding. This year, we’re focusing our impact across the three pillars of our DE&I strategy: People + Culture, Business and Community, to systematically integrate inclusion and accountability into the full employee experience. For us to succeed, our work and the rest of the company must stay rooted in our values—Inclusion, Courage and Growth.

# Nurturing the talents of our diverse workplace and supply chain

Nielsen is powered by its people, and we have an exceptionally dedicated workforce that is committed to making positive change within the company, the industry and our communities. We seek to create a workforce culture where everyone feels welcome to bring their authentic selves to work every day. We also recognize that diverse representation in our people is crucial to our mission to build a media ecosystem that serves all.



**Kateryna Edelshtein**  
*Europe, Middle East and Africa lead*

“Strive for impact, even small, but every day ... this true passion for what you do will take you to multiple heights in your career journey.”

All our employees are held accountable to Nielsen’s Code of Conduct and to all Nielsen policies, including our global non-discrimination policy, which precludes discrimination in our workforce and our employment decisions on the basis of race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability status, age, marital status, protected veteran status or any other protected class. Our global non-discrimination policy covers these protected classes in every market in which we do business worldwide.

We pursue a range of internal DE&I initiatives, starting with our intentional approach to recruiting and hiring. For all open positions, we require a diverse slate—which we define as having at least one ethnically diverse and one female candidate in the U.S. and, for global positions, at least two female candidates. Our talent acquisition and DE&I teams continue to collaborate on integrating additional diversity parameters into our hiring processes. We also continue to work toward our diverse workforce goals, which are set by our executive leaders, ahead of our year-end 2024 target.

Nielsen offers a range of training and development programs to grow our internal pipeline of diverse talent, build connections within our workforce, and educate all employees on the value of DE&I. These are embedded in our leadership development programs and resources for all employees, as well as tailored through career development programs aimed toward specific groups.

**For all open positions, we require a diverse slate, including at least**

 **2 female candidates**

**for global positions**



## Talent and leadership pipeline

In October 2022, we started **Prepare to Launch**, a 12-month mentoring program for high-potential Black employees at the mid- to senior-level. The program consists of mentoring circles, where five to six participants are paired with an executive leader to hone their leadership skills through both direct mentoring and executive coaching. The program is nomination-based and serves as an opportunity for the company to better understand challenges and opportunities in attracting and retaining top Black talent.

Our **Women’s Leadership Circle** and **Hispanic Leadership Circle** programs are for mid-career employees. These programs, which are geared toward female and Hispanic employees on the leadership track, provide participants with development tools, access to networking opportunities and other educational resources. Participants not only develop leadership capabilities, but also gain exposure to Executive Sponsors to propel their career trajectory at Nielsen. At the same time, we encourage participants to share their learnings with their own teams and find ways to impact diverse representation in their roles. We’ve already seen promising results—for example, one Women’s Leadership Circle graduate helped increase the number of women in the Nielsen Sports Operations team by 130% in two years. In 2022, we had over 60 participants in both the Women’s Leadership Circle, which is offered internationally, and the Hispanic Leadership Circle, which is open to U.S. employees.

The **Diverse Leadership Network (DLN)** program is our flagship one-year career leadership development program, which provides the opportunity to take executive education courses at Emory University.

DLN is open to mid-career top performers throughout the company. Our 2022 DLN class recorded a retention rate of over 80%, with nearly half of the participants moving into a new role after graduation. Each annual class of approximately 30 people receives mentorship, executive coaching and monthly workshops, as well as the chance to sharpen their skills working on Nielsen case studies. Participants receive a certificate of completion in executive education from the university at the end of the program.



**Dana Parker**  
Membership Manager,  
DLN Class of 2022

“From the [Diverse Leadership Network] program, I learned a plethora of things: branding, impact, people development, stakeholder management, networking, culture champion. So much! But the most meaningful thing that I learned is that I have the power to create what it is that I desire.”

We also seek out external opportunities for diverse leader development. For example, every year, Nielsen sends a cohort of about 15 delegates to the **Black Enterprise Women of Power Summit (BEWOP)**, a professional leadership conference designed especially for executive women of color. The annual event is an inspiring opportunity to meet with leading women of color from a range of industries, to share perspectives and engage in workshops and other development activities.

*Our array of diverse career development programs have an employee retention rate between*







**“Each day after thought-provoking [BEWOP] sessions, we gathered to discuss our learnings. We took away that growing into our power and our leadership means being intentional about the path taken. ... Within that journey, there will be failures and successes, but the aim is always to focus on progress and growth, not perfection.”**



**Ameyon Hawkins**  
Senior Manager,  
Workplace Technology



**Camila Whyte**  
Program Manager,  
DE&I



**Jennifer Wynns**  
Client Solutions  
Executive



**Millie Kronsteiner**  
VP,  
Client Solutions



**Nicole Willis**  
Director,  
Product Management



Our programs also focus on supporting early career development. Our **GROW** program focuses on entry-level employees and members of our Operations teams who are interested in expanding their careers to other areas of Nielsen. Program participants are matched with a mentor and gain exposure to other areas of the company, like our commercial or finance teams, to better understand growth opportunities within Nielsen. In the second year of the program, we expanded GROW globally, including our Gracenote and Analytics Portfolio business units. Of the 27 GROW program graduates in 2022, we retained 100% of the employees and 40% moved to new roles within Nielsen.



**Stephanie Melton**  
 Manager, Panel Research  
 Methods, Data Science

“As part of the DLN program, I worked with a mentor to identify strategies to grow my career. My mentor helped me navigate transition in my current role, reframe change as a positive, and see possibilities of how I can grow at Nielsen. The genuine support and feedback I received was such a gift. The relationship had an immediate positive impact, and I continue to lean on insights I gained as I navigate my future at Nielsen.”

We believe education and engagement are an important part of fostering a truly inclusive culture. In July 2021, we launched *Dialogues*, a training module focused on DE&I concepts like cultural competence and diplomacy. As of January 2023,

almost 2,000 employees have completed the course. To strengthen and support our people leaders, we introduced a discussion guide in 2022, to help guide their team conversations about DE&I. Furthermore, our *Let’s Chat Let’s Connect* program features monthly small group DE&I-focused discussions hosted by Executive Committee (EC) members and employees.

We also continue to offer additional in-house professional development training, including *From Witness to Advocate*, on how to identify and counteract microaggressions. For more on Nielsen’s training and development programs across the company, please refer to the [Human Capital](#) section of this report.

### Pay equity

During Nielsen’s annual compensation planning process, the company reviews employee pay for gender balance and fairness. We are committed to measuring and closing any gender pay equity gaps, and these efforts are reviewed with the Compensation and Talent Committee of the Board (as defined in the [Governance](#) section). To do this, we use a scientific and statistically driven analytic method to assess the gender pay gap. The method controls for variables that may influence pay (such as performance, experience, location, tenure and other factors) and is applied consistently and globally. Should we find specific instances of pay inequity for individuals in similar jobs, we develop action plans to close gaps. In addition, a portion of each employee’s annual performance review is based on how they demonstrate key behavior in delivering results, including our Nielsen values of Inclusion, Courage and Growth.

**Of the 27 GROW program graduates in 2022, we retained**

**100%** of the employees and

**40%** moved to new roles within Nielsen

More than

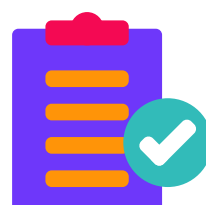


3,000

Nielsen employees

have opted in to at least one Business Resource Group

The 2023 BRinG It! campaign resulted in over



700

new BRG registrations

## BRGs leading the way

Our Business Resource Groups (BRGs) are an integral part of our DE&I efforts. We view them as our “culture transformers”—a collective force that helps nurture Nielsen’s culture. With programming organized around the pillars of advocacy, education, community and business, our BRGs are a crucial force driving our internal culture of Inclusion, Courage and Growth. Our roster of BRGs has continued to grow, and we now offer 14 groups dedicated to the intersectionality and rich array of backgrounds and cultures across Nielsen.

Within these groups, employees have an opportunity to connect on a personal level, network across the company and learn from each other. Each BRG has an Executive Sponsor and two Sponsors, who serve as advisors and ambassadors for each group by supporting the BRG leaders and associated programming at the highest level of our company. As of April 2023, almost 40 Nielsen executives currently serve as BRG Sponsors, and we have over 230 BRG leaders globally. Altogether, more than 3,000 Nielsen employees have opted in to our BRGs.

Our BRinG It! campaign in early 2023 reached across the company to encourage more engagement with the BRGs. The informational sessions, which included firsthand testimonials from leaders and members, shared the benefits and opportunities of participating in the BRGs and highlighted the reasons why diversity and inclusion are so important to Nielsen’s Growth Culture. These sessions were set up for people managers, aspiring BRG leaders and BRG members, to provide more specific information and benefits for their potential roles. The campaign resulted in over 700 new BRG registrations, as well as over 30 new applications for BRG leader positions.

The employee volunteers who lead our BRGs work collaboratively throughout the year to create a range of events and engagement opportunities that foster a sense of connectedness, growth and celebration across the company. Some key activities among our BRGs have included:

- WIN (Women in Nielsen) BRG held its second annual WIN Leadership Summit, bringing together internal and external leaders for two days of panel discussions and workshops, centering on tools for women to advance their career and feel more confident in the workplace.
- In April 2022, Nielsen launched Marhaba, focused on supporting employees of Arab descent. Marhaba, which means “Hello” in Arabic, started in the U.S., with plans to expand internationally, to connect both Arab employees as well as non-Arab allies.
- To celebrate Black History Month, SABLE (Sustaining Active Black Leadership and Empowerment) held a variety of activities to dig deeper into the theme of Black health and wellness. Throughout the month of February, SABLE organized Lean-In Circles, panels, documentary screenings and guest Q&As to explore Black health, community and history. SABLE also collaborated with other BRGs, like WIN and PRIDE, to celebrate intersectional identities and discuss shared issues.



In 2022 we added our 14<sup>th</sup> BRG, Marhaba, for employees of Arab descent.



## Supporting business diversity

We understand that we have an opportunity to elevate business owners from underrepresented backgrounds through our global spending. Our business diversity efforts have largely focused on the U.S., where the majority of our spending occurs. In 2020, we set a goal to reach 15% of U.S. sourceable spend on diverse suppliers by 2022—a benchmark that we met early in 2021. We again met this goal in 2022, with over \$90 million in U.S. diverse spend. Our continued goal is to maintain our 15% target through 2024, with a stretch goal of 18%. We define diverse suppliers as U.S.-headquartered companies that are 51% owned, operated and controlled by minorities, women, veterans, persons with disabilities and/or lesbian, gay, bisexual or transgender (LGBT) persons.

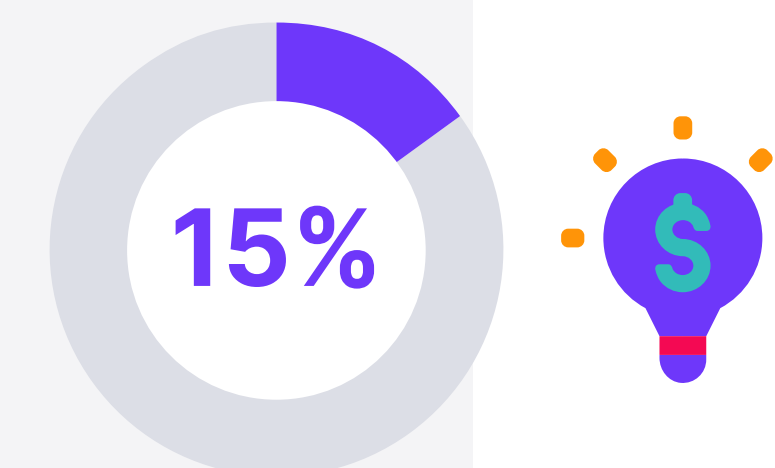
We have focused on sourcing diverse-owned businesses in several areas, including technology, professional services and marketing and communications. In early 2023, we made the decision to add a Black-owned company as one of our major travel suppliers, a significant source of spending for Nielsen. Nielsen is a corporate member of the National Minority Supplier Development Council and the Women’s Business Enterprise Council, and we attend events and conferences throughout the year to continuously identify, qualify and include diverse suppliers in sourcing events and the final awarding of business.

In 2022, we continued to make our supplier management, due diligence and risk assessment processes more robust. As part of this, we added several new questions in requests for proposals (RFPs) on the supplier’s ESG practices. We also enhanced our system for attestation to Nielsen’s Supplier Code of Conduct, to include an automated,

formal consent process for suppliers onboarded through our Global Procurement processes. In addition, in early 2023, we continued to automate our due diligence process covering supplier risk, including ESG risk. This upgrade will ensure that our due diligence activities are systematically embedded in our supplier onboarding process. In May 2023, a diverse slate provision was added to our updated supplier engagement policy, encouraging appropriate efforts be made to include diverse suppliers in procurement decisions and ensuring a diverse slate is considered whenever possible for purchases above \$50,000.

Also in 2022, we engaged our top 100 suppliers in an ESG scorecard questionnaire, across nine countries in three global regions, covering approximately 77% of our spend under management. We made a change to our supplier performance software platform to include asking for Scope 3 greenhouse gas emissions data in our future supplier assessments, and to be more inclusive of our small and medium-size suppliers in our ESG assessments.

**We reached \$90 million in U.S. spending in 2022 with diverse-owned businesses meeting our goal of**



**of U.S. sourceable spend**

To power a better media future for all people, the media industry needs

Inclusive data

Accurate data

Holistic data

to understand what's happening on both sides of the screen

# Building and scaling inclusive products and services

Viewership and marketing data play a critical role in informing investment decisions for advertisers, and media companies that acquire, produce, develop and distribute content. As a global leader in audience and content insights, data and analytics, we are well-positioned to provide deeper insights into on-air content through who, what and how we measure. By leveraging our data and analytics capabilities, we can help advertisers and content creators better understand their audiences and create more impactful and inclusive content. This presents an opportunity and a particularly important responsibility, as the media and entertainment industries continue to address long-standing issues around representation and equity, both in front of and behind the camera. We recognize the critical role that the availability of inclusion data and analytics can play in promoting diversity and inclusion in the industry.

Beyond our ongoing efforts to ensure that our measurement panels are diverse and inclusive, we are committed to investing in products and solutions that accelerate diversity transformation in the media and entertainment industries. Our Gracenote Inclusion Analytics product, for example, provides valuable insights into on-screen inclusion metrics, enabling media companies to make more informed decisions about content acquisition, creation and

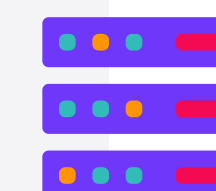
distribution. We recognize that true progress in promoting diversity and inclusion in media requires ongoing investment, collaboration and dialogue among industry stakeholders. To that end, we have enhanced our collaboration with clients and media/advertising industry organizations to help them meet their own diversity, equity and inclusion-related business goals. We are actively engaged in thought leadership efforts, partnerships with industry and advocacy organizations, and employee diversity and inclusion initiatives to further support these goals.

## Creating new insights with Gracenote Inclusion Analytics

To power a better media future for all people, the media industry needs inclusive, accurate and holistic data to understand what's happening on both sides of the screen. Our Gracenote Inclusion Analytics solution—offering a cohesive measurement of both U.S. viewership and on-screen representation by race, gender, sexual orientation and other metrics—is a central piece of Nielsen's strategy to measure and include everyone.

Gracenote Inclusion Analytics, which was launched in 2021, combines data from various Nielsen sources to create a complete look at diversity on screen compared with audience demographics. We also provide context on themes associated with different identity groups in on-screen content, to understand how marginalized groups are portrayed on screen. By building this context into the data, we can provide important insights to better understand not just who is portrayed on screen, but also how audiences might perceive them.

We recognize the critical role that the availability of inclusion data and analytics can play in promoting diversity and inclusion in the industry



Data



Analytics



Diversity and inclusion



Approximately

26%

of adults in the U.S. have a disability,

but less than

9%

of the top recurring cast members in popular content represent this identity group

Ultimately, Gracenote Inclusion Analytics empowers the media and entertainment industry to invest in balanced and authentic representation of underrepresented communities in content.

Nielsen continues to refine this solution to provide more nuanced and inclusive data. In 2022, we expanded the scope of this tool to include disability representation data, providing visibility into the presence of physical, intellectual, cognitive, mental, sensory and other disabilities in people appearing in popular programming. In our integration of this data, we worked closely with RespectAbility, a diverse, disability-led nonprofit that works to create systemic change in how society views and values people with disabilities. Our analysis has already revealed opportunities for improvement in inclusive casting and representation for characters with disabilities. While approximately 26% of adults in the U.S. have a disability,<sup>2</sup> less than 9% of the top recurring cast members in popular content measured represented the disability identity group, according to our Share of Screen analysis from [Gracenote Inclusion Analytics](#).

We believe that promoting diversity and inclusion is critical to building a more representative and equitable media landscape. That’s why as part of our approach to measurement, we continue to invest in Gracenote Inclusion Analytics, which allows us to measure the on-screen visibility of more than 60 intersectional identity groups. With this solution, we can provide timely and nuanced insights, helping content distributors and creators better understand the value of inclusion and advertisers and agencies better connect with diverse audiences. This is just one of the many ways we are investing in promoting diversity and inclusion in the industry.

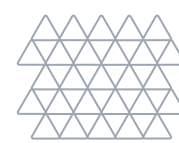
In 2022, the Gracenote Inclusion Analytics team continued to expand its work with such community partners as RespectAbility, GLAAD and the Geena Davis Institute on Gender in Media, to inform data collection practices around marginalized groups on screen. We also continued our relationship with IllumiNative, a Native-led organization working to dispel negative and stereotypical representations of Native peoples in the media.



**Stacie de Armas**  
Senior Vice President, Diverse Insights & Initiatives

“Brands are increasingly realizing that the content in which they choose to advertise serves as a profound endorsement of their core values and communicates who they strive to be in the eyes of their audience.”

<sup>2</sup> National Center on Birth Defects and Developmental Disabilities, Centers for Disease Control, [Disability Impacts All of Us](#), Jan. 5, 2023.



**Nielsen's Diverse-owned Media Equity program aims to elevate the visibility of diverse-owned media companies with advertisers and agencies**

**UCLA Center for Scholars & Storytellers project examines media representation and social perceptions**

What—and who—we see on the screen can influence how we perceive our own opportunities and potential in our lives. This is especially true for historically underrepresented groups, like people of color and women. The Center for Scholars & Storytellers (CSS) at the University of California, Los Angeles, examines the impact of media on the self-perceptions of women, people of color and other marginalized groups, through original research and tools for content creators. In January 2023, Nielsen teamed up with CSS and Creative Artists Agency (CAA) to provide Gracenote Inclusion Analytics data on viewership and representation in 2022's top television shows in the U.S., along with "behind the scenes" data on roles including creators, executive producers, writers and directors. Led by CSS Fellow Leona Ofei, CSS is using this Inclusion Analytics data in an analysis on authentically inclusive representation (AIR) in top TV content to understand how it may correlate with a program's performance, and explore whether other metrics such as quantitative representation are related to authentically inclusive representation as well.

## Leveling the playing field for diverse-owned media

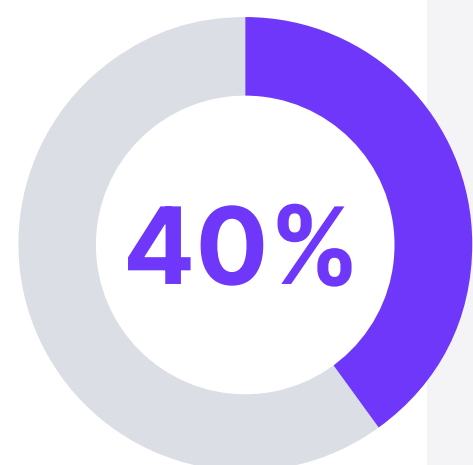
In early 2022, Nielsen launched our Diverse-owned Media Equity program, a first-of-its-kind offering, which aims to elevate the visibility of diverse-owned media companies with advertisers and agencies. The program offers new opportunities for diverse-owned media companies and distributors—which have historically seen lower rates of investment from advertisers—to access Nielsen's measurement and custom solutions. Through our data, we can illuminate the true power and reach of these companies into diverse markets and communities, helping to drive greater investment from advertisers.

Nielsen seeded a reimbursement program with the National Minority Supplier Development Council (NMSDC) to help cover the certification fees for diverse-owned media suppliers that qualify. The fund, which is administered by the NMSDC, aims to provide diverse publishers with the benefits of Minority Business Enterprise (MBE) certification or recertification, which is frequently required by large companies to qualify for diverse investment. By making MBE certification more accessible, the program aims to make advertising spend more inclusive across the industry, encouraging greater investment in diverse-owned platforms that reach distinct audiences. More information about the program and application details can be found [here](#).

In addition, we worked with the Alliance for Inclusive and Multicultural Marketing (an initiative of the Association of National Advertisers) and Media Framework MAVEN to identify and provide aggregated metrics on the reach and audience profiles of diverse-owned media.



Of \$3.5 billion in ad spend, just over



was placed in content where Black talent was represented at population parity

The ultimate goal of this work is to increase investments in media owned by underrepresented groups that are often overlooked by advertisers and brands.

As part of this initiative, Nielsen released the *Diverse-owned media: Audience reach and profiles* report with key data on market opportunities in diverse media networks, including:

- Hispanic-owned local TV reaches 61% of viewers of ages 18 and over in markets ranked 101+ where they are present, including 24% of Asian Americans, 33% of Blacks and 39% of Hispanic viewers
- Asian American-owned local TV stations, where they are present, in markets 1-48 reach more than 200,000 adults of ages 18 and over
- Native American-owned radio reaches nearly 800,000 listeners across the U.S., with an average of 7 hours a week per listener

Finally, Nielsen hosted a “consulta-thon” on Nielsen Global Impact Day 2022, Nielsen’s annual global day of service. Eighteen Nielsen volunteers offered pro bono consulting services to three diverse-owned media companies, helping them to create pitches and marketing strategies to engage their investors and advertisers.

## Thought leadership through our Diverse Intelligence Series

Through our *Diverse Intelligence Series* reports, we seek to leverage Nielsen’s insights of diverse audiences’ unique media and consumption habits, to create real-world impact on the decisions of advertisers and content producers that serve these markets.

Some of our notable recent Diverse Intelligence report findings include:

- Total share of screen for people with disabilities is 8.8%, while people with apparent disabilities make up only 0.4%.
- Representation of gender nonbinary identities is seen as the least inclusive among advertising, with 88% of Black LGBTQ+ people ranking this as noninclusive, compared to 81% overall.
- 44% of Latinos’ total TV viewing in the U.S. was through streaming platforms, despite growing sentiment among this demographic that Latino representation in content is declining.
- Of the \$3.5 billion in ad spend analyzed through Gracenote Inclusion Analytics, just over 40% was placed in content where Black talent was represented at population parity.
- Overall representation of Asian Americans on screen in the U.S. increased from 3.5% in 2020 to 4.6% in 2021; however, two-thirds of Asian Americans feel there isn’t adequate representation of their demographic on TV.

# Supporting diverse communities

At Nielsen, we believe our success is inextricably linked to the diverse communities we serve and measure. That is why we are proud to partner with and empower these communities through a range of initiatives and partnerships, including pro bono work and collaborations with external stakeholders.

One key touchpoint is our External Advisory Council (EAC). Composed of marketers, media professionals and business and community leaders, the EAC provides invaluable insights and guidance on our approach to measuring and representing the viewing habits of diverse communities. In recent years, we have continued to expand the EAC to include more diverse perspectives, including a leader from GLAAD for LGBTQ+ perspectives, as well as representatives from IllumiNative and RespectAbility.

We also continually seek out ways our work can benefit diverse communities, and in 2022, we had over 100 engagements with clients, client business resource groups and community organizations to share our multicultural insights.

We are expanding our engagement with disability advocacy groups, in an effort to better serve this community, which is often underrepresented in the media. In 2021, CEO David Kenny (now also Chairman of Nielsen) joined the Valuable 500, a global business collective of CEOs and their companies, committed to innovation for disability inclusion. In 2022, we became one of the first companies to participate in the Valuable 500's yearlong mentorship program, pairing select employees with disabilities with Executive Committee mentors.

We also joined more than 100 other companies as a participant in the CEO Action for Racial Equity (CEOARE) Fellowship, launched in October 2020. Don Lowery, Senior Vice President of Community Engagements, was asked by our Chairman and CEO, David Kenny, to spend 27 months serving as Nielsen's CEOARE Fellow. Lowery collaborated with fellow corporate leaders in the program to identify the most pressing issues facing Black America and develop scalable public policy solutions to these problems, based on extensive research.

The CEOARE fellows continue to meet with local, state and federal legislators, advocacy organizations, academics and other stakeholders and experts in working toward offering specific recommendations on legislation in the eight focus areas they researched:

- Closing the digital divide
- Declaring racism a public health crisis
- Expanding access to telehealth
- A path toward greater food equity
- Expanding economic opportunity through community development finance institutions
- Equity in early childhood education
- Law enforcement transparency and accountability
- Advancing a national police accountability registry

For more on how Nielsen is working to better serve our communities through pro bono work, volunteerism and other initiatives, please refer to the [Communities](#) section of this report.

*In 2022, we had over*



**100**  
engagements

*with clients, client business resource groups and community organizations to share our multicultural insights*



# Communities



## Communities

Combining the data we collect with the skills and talent of our employees across our operations in more than 55 countries, we aim to go beyond driving insights for the industries and clients we serve. Our data and insights can also be a key driver in creating positive social impact across our communities, as we collectively work toward a better media future for all people. We strive to leverage our unique assets—our powerful data capabilities and the passion of our employees—to energize and uplift the work of nonprofits, academic institutions and community groups around the world.

# 2022-23 highlights

- Across 45 countries, 3,300 employees logged 21,330 total volunteer hours
- An estimated \$21.7 million in kind was donated through pro bono projects and skills-based volunteering
- The Nielsen Foundation, a separate private foundation, provided more than \$2 million in grants to 53 nonprofit organizations





# 2024 goals

- Increase employee participation in community-oriented programs to 30%
    - 2022 Progress: Achieved 24.3% participation, up from 20% in 2021
  - Continue to contribute at least \$30 million in total in-kind value for pro bono data donations, public reports and other support for organizations and topics that are powering a better media future for all people
    - 2022 Progress: An estimated \$21.7 million in kind was donated through pro bono projects and skills-based volunteering
  - Grant \$6 million by the Nielsen Foundation, a private foundation originally funded by Nielsen, to support educational access and persistence, economic mobility and well-being, and representation in media and technology
    - 2022 Progress: The Nielsen Foundation provided more than \$2 million in grants to 53 nonprofit organizations in 2022
- 2022 progress   ■ 2024 goal

Employees logged

4,000

more hours for Nielsen Global Impact Day in 2022 than 2021

# Community strategy and approach

Our community efforts utilize both the talents of our employees and the power of our data to effect change in our communities around the world. Through our volunteering program, Nielsen employees are eligible to use 24 hours of annual volunteer time to support nonprofit organizations that matter to them. And through our Data for Good pro bono projects, we strategically donate Nielsen data, time and expertise to help address critical social and environmental challenges, while also engaging our employees and expanding our capabilities in new ways across our communities.

Nielsen’s Corporate Citizenship team oversees, manages and supports our global volunteering program, working with more than 100 leaders of the Cares and the Green Business Resource Groups (BRGs) from around the world, who drive programs regionally and locally. Our Corporate Citizenship community work is focused on three priority areas of social and environmental need that are strategically important to our business and present an opportunity for us to add meaningful value, through our core competencies of our data, analysis and our people’s talent:

- Representation in media and technology
- Education
- Responsibility for the environment

## Nielsen Global Impact Day

Our dedicated and skilled employees have much to offer the world, and Nielsen is committed to supporting their efforts to better their local communities. One way we do this is through our Nielsen Global Impact Day (NGID), an annual, company-wide day of service where employees donate their time and talent to their local communities. Primarily organized by Cares, one of Nielsen’s 14 BRGs, our NGID tradition seeks to create positive social change in the communities where we live and work. We encourage all employees to participate in NGID and other volunteer events throughout the year, using their 24 hours of annual volunteer time.



**Deepanjan Nag**  
*Director for Audience Measurement and Cares  
Regional Leader for Asia and the Pacific*

“This NGID saw large participation across cities in Asia-Pacific, with volunteers participating in a variety of community services, like planting tree saplings and visiting old-age homes, among others. To physically be present and contribute in whatever little way we could to our communities was a beautiful feeling.”

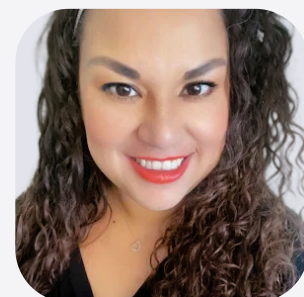
Our priority areas for our Corporate Citizenship community work are

 Representation in media and technology

 Education

 Responsibility for the environment





**Christina Cervera**  
*Training Manager and  
Cares Regional Leader for  
North America*

“Since joining Nielsen in 2015, NGID has been my favorite Nielsen tradition. As a ‘remote’ employee, I am always beyond excited to meet in person and in some cases, meet for the first time, some of my local team members.”

In 2022, we marked our 10th anniversary of NGID, with many employees volunteering at in-person events for the first time since the COVID-19 pandemic began in 2020. The June 2022 event saw a significant increase in the time invested and impact made, with nearly 3,000 Nielsen employees across 43 countries collectively logging almost 13,800 volunteer hours—about 4,000 more hours than our previous NGID in 2021.

Around the world, Nielsen volunteers served meals, packaged and distributed food for communities in need, cleaned up parks, beaches and playgrounds, brought donations to nonprofits, including those supporting Ukrainian refugees, sorted clothes and toys, knit baby clothes for a hospital and wrote letters to the elderly, among many other activities.

As part of our company-wide commitment to advance representation in media and technology, we organized several skills-based events for NGID. For example, 18 volunteers reviewed and offered feedback on media kits, sales presentations and marketing materials of three diverse-owned

companies, as part of our Diverse-owned Media Equity initiative. Nielsen also collaborated with Common Impact, which connects corporate employees to nonprofits in need of organizational assistance through skills-based volunteering, to host a virtual pitch competition for the second consecutive year. Twenty-nine employees participated, using their skills and expertise to help provide solutions to two nonprofit organizations working to advance media equity and media literacy: Public Narrative and the PLUS ME Project.

As Nielsen celebrates 100 years in business and works to power a better media future for all people, NGID remains an important example of how we live our Growth Culture. We hope to continue developing a more inclusive and connected world through NGID, as well as other community activities throughout the year.

“I joined this event from Amsterdam in the Netherlands, though the rest of my team was based in the U.S. It was a fantastic opportunity to hear more about the U.S. Nielsen community and to talk with people from different backgrounds and roles in the company.”

– **NGID Pitch Competition Volunteer**





## ***Consulting for the climate***

We believe that media and technology companies like Nielsen can play a unique role in creating a better climate future for all people. As part of our annual [Earth Day celebration](#) in 2022, we organized a flash consulting day of service in partnership with Common Impact.

Thirteen Nielsen volunteers spent the day lending their expertise to help two nonprofits—the Climate Mobilization Project (CMP) and the Environmental Justice Foundation (EJF)—with specific projects. For CMP, Nielsen volunteers developed recommendations for a new messaging guide that will reshape the organization’s storytelling across platforms and audiences. Meanwhile, Nielsen volunteers provided U.K.-based EJF with recommendations to increase website visibility, search engine optimization and overall engagement.

For more about our employee engagement in environmental issues, please refer to the [Environment](#) section of this report.





Through continued sponsorship and volunteering, Nielsen is proud to help diverse students pursue AI careers

# Supporting academic research and diversity in data-driven careers

Nielsen maintains several ongoing relationships with academic and industry research organizations that contribute to building a better media future for all.

Since 2009, we have provided data to the Kilts Center for Marketing at the University of Chicago Booth School of Business. Through the Nielsen datasets at the Kilts Center, accredited academic researchers around the world can access Nielsen's Ad Intel data for application in a wide variety of research disciplines. As of 2022, 438 active users across almost 100 universities have used Ad Intel data for their research projects.

We also continue to support the American Advertising Federation (AAF) National Student Advertising Competition to provide statistical data for use in a college-level competition that provides students with real-world client experience.

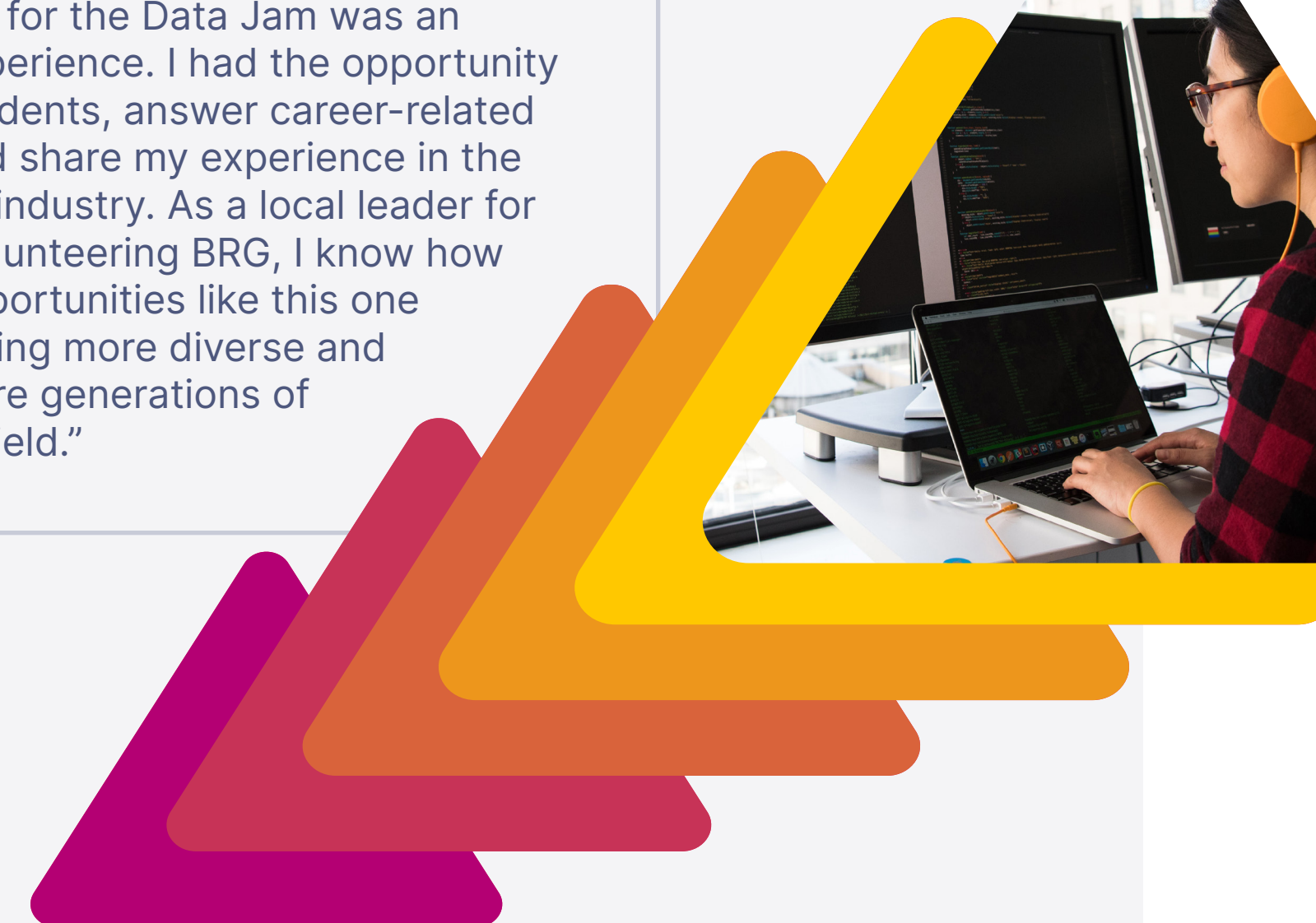
Since 2019, Nielsen has sponsored AI4ALL's educational programs to train talent from historically excluded groups to become ethical leaders in the artificial intelligence (AI) industry. In 2022, we collaborated with AI4ALL to launch an inaugural Data Jam initiative for students in the organization's College Pathways program from all over the country.

Ten Nielsen data scientists volunteered their time and expertise to introduce AI4ALL students to best practices in data analysis and visualization and coach students to develop visualizations using a data set provided by Nielsen. The Data Jam concluded with a live event where students presented their data visualizations to Nielsen volunteer judges and the winning teams received one-on-one mentorship support from Nielsen data scientists. Through continued sponsorship and volunteering opportunities, Nielsen is proud to help diverse students to pursue AI careers.

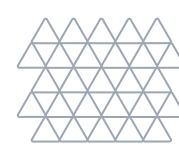


**Mari Mizoguchi**  
Director of Data Science

"Volunteering for the Data Jam was an incredible experience. I had the opportunity to mentor students, answer career-related questions and share my experience in the data science industry. As a local leader for Cares, our volunteering BRG, I know how important opportunities like this one are in cultivating more diverse and inclusive future generations of talent in the field."







*Nielsen teams across*

**10** *countries participated*

*in the Data for Good Idea Challenge, sharing ideas for how Nielsen data, solutions and talent can power a more inclusive media future*

### Exploring new avenues for Data for Good®

We encourage all our employees to get involved with skills-based volunteering through our Data for Good® program, in which we share Nielsen data, solutions and talent with nonprofit organizations to make a positive impact, especially to increase representation and encourage inclusion. In 2022, we held an internal company-wide event, the Data for Good Idea Challenge, to leverage the creativity and innovation of our people and explore ways to ensure this program has an even greater impact.

The [2022 Data for Good Idea Challenge](#) provided an opportunity for dozens of Nielsen employees from around the world to share their ideas for how Nielsen data, solutions and talent can creatively power a more inclusive media future that works for and represents all people. Nielsen teams across 10 countries submitted ideas on a range of media industry challenges, like the impact of media on mental health, news source credibility and influencer diversity. Six finalists were chosen to present their ideas to a panel of senior leader judges.

Winning ideas included a rating for scientific content in extreme weather reporting; a framework to use nonbinary genders in survey-based products and models; and a new metric to evaluate mental health as a standard media key performance indicator (KPI). Data for Good projects are part of our efforts to advance our 2024 goal to contribute \$30 million in total in-kind value for pro bono data donations, public reports and other support for organizations and topics that are powering a better media future for all people.

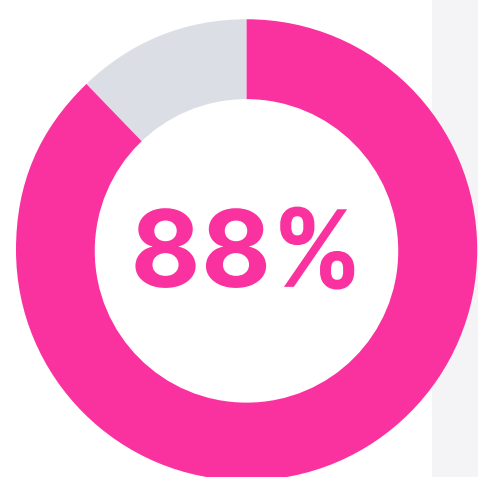
### Studying the impact of media on human behavior

Amid the rapidly changing media landscape, how people consume media content has a significant impact on their behavior and beliefs, in ways that we are only beginning to understand. To support efforts to better understand these dynamics, Nielsen collaborates with researchers by providing pro bono data on audience measurement and behavior.

Since 2017, we have worked with Harmony Labs, a nonprofit organization dedicated to understanding media influence and encouraging media systems that serve the public good.

Harmony Labs incorporates Nielsen data into its [Narrative Observatory](#) project, which uses data science and machine learning to understand how people interact with and are affected by media content. The project helps civil society organizations sharpen their cultural and narrative strategies around critical social issues like health equity, poverty and economic mobility, and the use of renewable sources of energy. Audience panel data from Nielsen has helped Harmony Labs gain a more accurate picture of consumers' media behavior and the content they are engaging with, rather than relying on total content supply or surveys alone.

*We have worked with Harmony Labs since 2017 to understand media influence and encourage media systems that serve the public good*



*of employees agree that volunteering helps them feel that Nielsen is an inclusive place to work*

## Why volunteering matters

Volunteering programs at Nielsen are an important way to give back to our communities while engaging with our people, driving professional growth and living our Growth Culture. According to a 2022 internal survey, 88% of employees agree that volunteering helps them feel that Nielsen is an inclusive place to work.

Through our Data for Good skills-based volunteering program, Nielsen volunteers leverage their expertise to support nonprofit organizations, especially with projects related to representation in media and technology, and how our expertise can help ensure that every voice is counted and heard. In partnership with Common Impact, Nielsen has organized several skills-based volunteering events for our annual Earth Day and Nielsen Global Impact Day celebrations. Since 2021, nearly 100 Nielsen volunteers have supported nine nonprofit organizations through these skills-based volunteering projects, representing \$38,000 in fair market value. Hear from some Nielsen volunteers and nonprofit collaborators:

“I am more proud to work for Nielsen than I was yesterday.”  
**– Technical Product Manager**  
*A participant in the 2022 Earth Day skills-based volunteering event with Common Impact*

“One of our team members was the Chief Marketing Officer. It’s nice to work directly with leaders of our organization and see how down-to-earth they are, while also observing how they work and what got them to where they are.”  
**– Participant in 2022 NGID skills-based volunteering event with Common Impact**



**Liz Gonzales**  
*Scarborough Operations Business Leader*

“I can’t think of an event I have done where the time flew by so fast. After the event, I was very grateful that I pushed myself out of the comfort zone of my day-to-day work and saw how the skills I use in my day-to-day job can also be leveraged to help others outside of Nielsen.”

“The exercise provided us with useful benchmarking, which is often not readily available (e.g. on email open rates) and provided services we would ordinarily expect to pay a significant sum for, to access training of that quality.”  
**– Nonprofit leader from 2022 Earth Day skills-based volunteering**

“Being in this space meant the world. We are an organization that loves what we do. We are passionate about stories and people in the community. We are grateful to have gotten your expertise on how we can do that better and be more impactful in our city and beyond.”  
**– Dr. Kenneth Nole**  
*Youth Justice and Public Safety Manager, Public Narrative, 2022 NGID event*



**24.5%**

*of the Nielsen Foundation's investment portfolio is held with diverse-owned funds*

*The Nielsen Foundation provided more than*

**\$2 million**  
 *in grants*

*to 53 nonprofit organizations in 2022*

## Nielsen Foundation

The Nielsen Foundation, a private foundation established by Nielsen in 2015, envisions a more equitable world where everyone counts. The Foundation's mission is to support organizations that give voice and opportunities to historically under-represented groups and communities.

The Foundation supports organizations in three priority areas, to:

- Encourage educational access and persistence
- Promote economic mobility and well-being
- Advance representation in media and technology

In 2022, the Foundation provided more than \$2 million in grants to 53 nonprofit organizations globally, including:

- \$1.19 million in Community Grants to 44 organizations strengthening diverse communities across the U.S., through education, economic mobility and media and technology programs
- \$522,500 in continued support for Discover Data and the TechDiversity Accelerator, our two Signature Programs promoting data education and economic mobility
- \$250,000 in Data for Good grants to support organizations using data in innovative ways to advance representation in media and technology
- \$64,000+ in Volunteer Grants across more than 1,000 Cause Cards from Nielsen employees who logged 12+ volunteer hours in a quarter and/or recently joined the company

The Foundation has also steadily increased investments with diverse-owned funds to incorporate representation through the management of its investment portfolio. As of March 2023, 24.5% of the Foundation's investment portfolio was held with diverse-owned funds.

## Encouraging educational access and persistence

The Discover Data education initiative, a collaboration with Discovery Education and the National AfterSchool Association, has reached approximately 772,000 students to date across the U.S., with resources to improve student learning with data and interest in data careers. In 2022, Discover Data added curriculum on timely topics including social media and environmental justice, added Spanish-language resources, and launched a new Q&A tool for students to connect with data experts.

Our three-year grant to Teach For America (TFA) continued to support the next generation of equity-oriented education leaders. Through the grant, TFA is developing a more rigorous, holistic application and evaluation process to directly assess the skills and experiences that enable a positive impact on students.

*Discover Data has reached approximately*

**772,000** *students*

*across the U.S. since it launched in 2018*



**TechDiversity Accelerator companies have raised an average of**

**\$3.1**  
million more

**and added nine more jobs than startups in other accelerator programs**

## Promoting economic mobility and well-being

In 2022, the Foundation expanded our support through a new multiyear grant for the TechDiversity Accelerator at Tampa Bay Wave. This signature program promotes diversity and inclusion in the tech startup industry. Since 2018, cohort companies from across multiple countries have raised an average of \$3.1 million more and added nine more jobs than startups in other accelerator programs.

Through our support of the Local Initiatives Support Corporation (LISC) since 2020, direct relief grants and capacity-building programs reached approximately 823 Black-owned small businesses in the U.S. The grant supports organizations that have limited access to traditional business financing in historically disinvested neighborhoods in New York City, Chicago, Los Angeles and Minneapolis/Saint Paul.

In 2021 and 2022, Year Up, a nonprofit providing job training for young adults, served thousands of students across the U.S. Our three-year grant to Year Up continued to connect young adults with living-wage careers through an evolving menu of new, innovative program models that have reached approximately 1,200 young adults over the past two years.

## Advancing representation in media and technology

Through the 2022 Data for Good Grants Program, we funded five creative projects using data to drive greater representation in media and technology. Grantees include: Ghetto Film School, Pathos Labs, The Trevor Project, The University of Southern California (USC) Norman Lear Center Media Impact Project and Wiki Education Foundation.

We also supported Inevitable Foundation in publishing the first-of-its-kind Cost of Accommodations Report, providing a roadmap for talent and producers to create more equitable working environments for disabled talent in writers' rooms and on set.

Finally, the Foundation provided continued support to grow and develop diverse students and leaders building careers in the media industry, in collaboration with the International Radio and Television Society (IRTS) Foundation, National Association of Broadcasters (NAB) Leadership Foundation and the Advertising Research Foundation's WIDE initiative.

**In 2022, the Nielsen Foundation provided continued support to grow and develop diverse students and leaders building careers in the media industry**

## The Nielsen Foundation's Data for Good grants program supports diverse voices in media and technology

In 2022, the Nielsen Foundation committed \$250,000 through its Data for Good grants program to support creative efforts leveraging data to advance media and technology as forces for good, especially in advancement of representation and inclusion. First created in 2017, the grants program supports nonprofit organizations that use data in innovative ways and help bridge divides to catalyze long-term change.

These Data for Good grant recipients are making media and technology, in creation and content, more inclusive of the diverse voices and experiences in our society:

- Ghetto Film School: to support the organization's comprehensive program assessment and evaluation project, to advance its work in educating, developing and celebrating the next generation of great storytellers in film and media.
- PopShift (a project of Pathos Labs): to build a curated catalog of intellectual property from diverse creatives for distribution to writers, producers and executives, as part of the organization's efforts

to create more opportunities for representative co-authorship.

- The Trevor Project: to support a research-driven marketing and advocacy campaign to uplift the stories of trans and nonbinary youth, advancing the organization's mission to end suicide among LGBTQ young people.
- The USC Norman Lear Center Media Impact Project: to support research on representations of fatness and anti-fat bias in medical dramas, as part of their work to advance understanding of the role that the media plays in changing knowledge, attitudes and behavior among individuals and communities.
- Wiki Education Foundation: to develop a free online portal that uses Wikidata to increase the visibility of diverse groups and topics on Wikipedia, as part of their work with students, scholars and scientists in representing the sum of all human knowledge.



**Human capital**

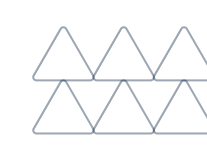




# Human capital

While Nielsen has undergone many changes in recent years, one thing that has never shifted is our focus on and care for our people. Our employees represent our greatest source of strength, and exemplify our core values of Inclusion, Courage and Growth. Their talent and creativity is key to our ongoing success as a global leader in the media industry. Throughout our transitions as a company in recent years, and through a global pandemic that challenged us all deeply, our employees have shown new levels of determination and dedication to take forward our shared mission of creating a better media future for all.

We are committed to attracting, developing and retaining the best talent in the industry by creating an inclusive, rewarding workplace experience for all. We are focused on developing both our current workforce and the leaders of tomorrow in a rapidly changing media landscape. At the same time, the health, wellness and safety of our employees remains a top priority and enables us to all be at our best.



# 2022-23 highlights

- Demonstrated an ongoing commitment to employee listening and feedback by launching a Pulse Survey in 1Q 2023. Continued to measure and take action on eNPS as a key metric—the extent to which employees would recommend Nielsen as a great place to work
- Enhanced our onboarding process by revamping our New Joiner orientation, creating a New Joiner site that has reached 54 countries, and delivered a new “Supercharge Onboarding” workshop and other tailored cohorts to ensure acceleration and connection in the first 90 days
- Invested in the development of our People Managers as catalysts of our people, business and culture. This three-pronged approach included a focus on increasing role clarity, skill development and access to data and tools
- Designed and rolled out leadership development cohorts—Lead, Boost and Ascend—to connect and enhance the capability of people managers. These programs were designed in conjunction with several Career Development programs, to develop and raise the visibility of key talent as part of our commitment to strengthen and diversify our leadership pipeline
- Created customized learning experiences to build critical skills necessary to drive our business transformation, including the Data Science Academy, through a partnership with Coursera
- Introduced the Growth Mindset Journey—a learning experience designed to teach and apply fundamental concepts of growth mindset, as a critical enabler of our transformation culture
- Created a new customer success function within our Customer and People organization, to support managers and employees who move into new roles within the company

# 2022-23 highlights continued

- Developed key policies related to sourcing and hiring the best talent, including a new internal Posting Policy to ensure transparency and access to all positions for Nielsen employees, and a Global Referral Policy to ensure capture of candidate referrals and a strong talent pipeline
- Began publishing salaries for all open job postings in the U.S., in order to comply with local and regional laws as well as promote pay transparency
- Expanded Nielsen’s health benefits plan to cover travel-related expenses for any medical services covered under our plan that are unavailable in the employee’s state or within 50 miles of the employee’s home
- Continue to offer mental health benefits for employees globally through a partnership with Spring Health, a mental health services platform that supports all employees and their family members (ages 6 and over) at no cost
- Distributed over \$200,000 across 148 grants in nine countries through the Nielsen Global Support Fund, which allows Nielsen employees to donate to fellow colleagues in need and to apply for support in times of personal hardship or natural disaster





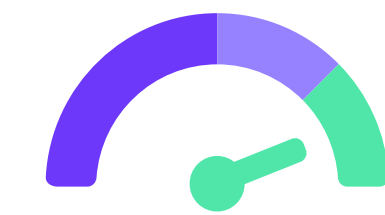
# 2024 goals

- Track and increase our Employee Net Promoter Score (eNPS), to move from “good” to “great” according to external benchmarks
  - 2022 progress: Our eNPS, while still positive, has dropped since our last survey in 2021. We are actively focused on identifying priority actions to address company-wide, as well as specific to business units and regions. We aspire to a target level of 20 or above in the survey we will conduct in 3Q 2023, and to sustain it over the coming years.



■ Poor ■ Good ■ Great

2021 baseline



■ Poor ■ Good ■ Great

2024 goal

## Our values

What we believe in; what guides our decisions, interactions and culture



### Inclusion

**Our behaviors:**

- Show respect, care and candor
- Start with the customer or audience and work backward
- Include diverse perspectives to uncover a bigger, better picture
- Put “we” ahead of “me” as One Company \*



### Courage

**Our behaviors:**

- Bring your grit and passion \*
- Ruthlessly prioritize what helps us grow
- Experiment with unconventional ideas
- Ask for feedback; embrace it as a gift \*



### Growth

**Our behaviors:**

- Act with speed and purpose
- Reframe challenges as opportunities \*
- Find learning moment every day \*
- Help everyone reach their full potential

\* Indicates key attributes of Growth Mindset

## Building and growing our strong talent foundation

We aim to create an environment of support, camaraderie and collaboration in which our people can thrive. Through this year, Nielsen employees have demonstrated remarkable grit and determination and continue to adapt together as our company, the media industry and the world change at an ever more rapid pace.

We have continued to evolve our business approach, and in 2022, we added a renewed focus on our customers, including a dedicated “customer success” function under our Customer and People organization. While customer success has always been critically important to Nielsen, this function was previously shared in roles across the company. Now, this is centralized with our managers and leaders, to ensure we help customers meet their goals at every point of their engagement with Nielsen. We are working to provide the necessary training and resources needed to help our managers, and employees overall, successfully meet any new aspects of this role.

At the same time, we continue to position our company for future success by building and expanding a holistic approach to our talent pipeline at all levels. To ensure a more equitable approach to hiring the most qualified candidates, we require the use of diverse candidate slates for all open positions. In the U.S., we define “diverse slates” as including at least one ethnically diverse candidate and at least



**We are engaging with Recruit Military as a sourcing and job posting resource for veterans, transitioning military and military spouses across the U.S.**

**In 2022, we enhanced our onboarding process to deliver a**

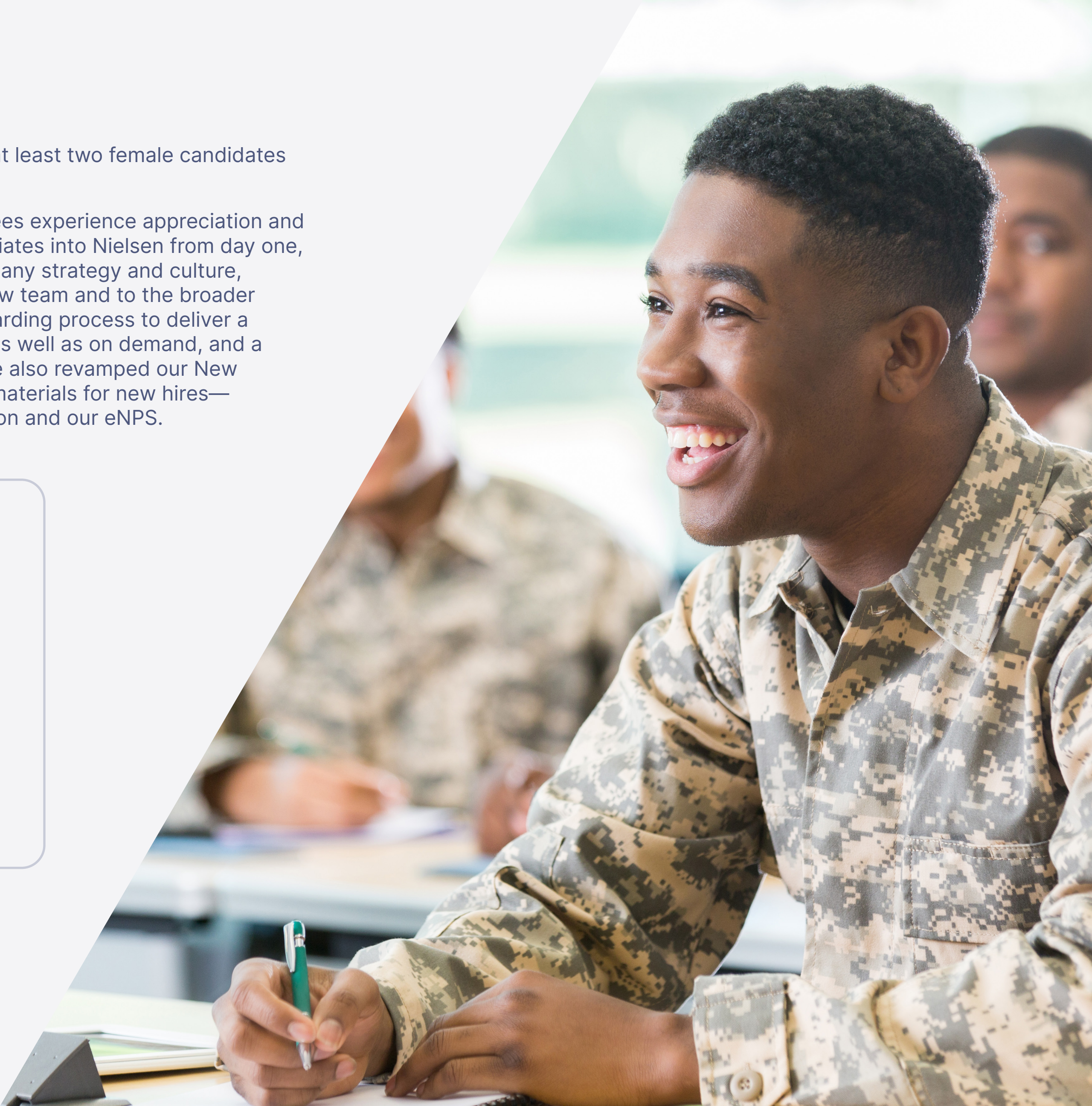
**“Supercharge Onboarding” workshop**

**and a new onboarding website**

one female candidate. Globally, diverse slates have at least two female candidates for a role.

One of our core priorities is to have our new employees experience appreciation and integration. We work to onboard and integrate associates into Nielsen from day one, by helping new associate hires understand our company strategy and culture, be clear on their roles and feel connected to their new team and to the broader Nielsen community. In 2022, we enhanced our onboarding process to deliver a “Supercharge Onboarding” workshop, available live as well as on demand, and a new onboarding page within our internal website. We also revamped our New Joiner playbook, orientation and other introductory materials for new hires—all with the focus on improving onboarding satisfaction and our eNPS.

In conjunction with the Work Opportunity Tax Credit (WOTC) program, we are engaging with Recruit Military as a sourcing and job posting resource for veterans, transitioning military and military spouses across the U.S. The WOTC is a federal tax credit available to employers who hire and retain qualified veterans and other individuals from target groups that have historically faced barriers in securing employment. By creating economic opportunities, this program also helps lessen the burden on other government assistance programs.





**High school interns worked on project-based assignments to develop real-world experience and also offer their own unique Gen-Z perspective on Nielsen’s work**

Once employees join Nielsen, we have an employee listening and continuous feedback strategy that is designed to enhance our employee engagement, experience and overall culture. By proactively engaging with our people across all functions and geographies to identify both successes and shortfalls, we believe we can build a better Nielsen, together.

We also deploy confidential surveys through an employee listening platform, to measure progress on our employee engagement and culture goals, and to better understand the Nielsen employee experience. This is reviewed at a company, business unit and regional level, to identify key themes and inspire action planning. These include:

- Periodic “pulse” surveys of all employees
- Surveys of our new joiners to understand their experience at key milestones during their onboarding
- Exit surveys to understand the views of our departing employees

Our pulse surveys, which are available in multiple languages, include questions that tie to measurable performance outcomes proven to demonstrate effective employee engagement, including a focus on our Employee Net Promoter Score (eNPS). We share detailed survey results with senior leaders and managers, and overall performance with all employees through our company newsletter, global town halls and manager-led team discussions. Managers are expected to develop team-specific action plans based on their survey results, focusing on areas important to their teams, where they can make meaningful progress.

**Engaging young talent through experiential learning**

As we look to develop tomorrow’s talent, we recognize that we have a responsibility to center our commitment to diversity, equity and inclusion (DE&I) in helping the next generation rise. In 2022, Nielsen joined with the Oakland Unified School District and the Coliseum College Prep Academy School in Oakland, California (U.S.), to create a new high school internship program. The internship’s aim was to provide broad exposure to, and an immersive experience in, technology and data-driven projects, in hopes of inspiring students to develop the skills needed to understand and effectively engage in careers that focus on these areas.

Interns worked with Nielsen sponsors on project-based assignments to develop real-world experience and also offer their own unique Gen-Z perspective on Nielsen’s work. The program, which was launched in summer of 2022, included 18 interns who extended their stay with Nielsen into the fall, and five interns who transitioned to full-time work at Nielsen immediately after the program.

**Our pulse surveys include questions that tie to measurable performance outcomes proven to demonstrate effective employee engagement, including a focus on our**





*In 2022, we launched Nielsen Lead, a 12-week program geared toward people managers with less than two years of experience, to cement the fundamentals of leadership and developing employees in our next generation of leaders*

# Powering our Growth Culture through learning and development

At Nielsen, our shared values of Inclusion, Courage and Growth power all that we do. With these values guiding our behavior, we embed the principles of our Growth Culture to further ground and guide our everyday behaviors and attitudes. Learning and development opportunities for our workforce are a key part of our cultural commitment to growth, and we seek to offer all employees the resources they need to expand their skill set. A commitment to continuous development is also a central part of how Nielsen navigates the rapidly changing media industry. We operate a range of training and development programs across the company to meet the various needs of employees and invest in the advancement of their skills for future growth.

We understand that managers and leaders can have an outsized impact on the experiences of our employees, and are on their own learning and growth journeys. With that in mind, we have continued to make intentional investments in the skills of our managers and leaders over the years. In 2022, we further evolved this work and invested heavily in the capabilities of our managers, in order to develop our people, drive business results and champion our culture.

## Leading through transition

Our new leadership capability framework is embedded in programs to guide understanding and action on core manager capabilities. The aim is to support and drive success for individuals as they build on their leadership abilities. Under this framework, our leaders develop people, own business success and champion Nielsen’s culture of Inclusion, Courage and Growth.

In 2022, we launched several new training programs to develop leadership skills, catering to different levels of people managers. All the programs listed here are nomination-based.

- **Nielsen Lead** is a 12-week program geared toward people managers with less than two years of experience, to cement the fundamentals of leadership and developing employees.
- **Nielsen Boost** helps more experienced managers advance their team engagement skills through 12 weeks of instructor-led workshops and other activities.
- **Nielsen Ascend** guides top talent with succession potential through six months of customized coaching and assessment.

In line with our growth mindset culture, we work to identify any potential skill gaps in our workforce, as we evolve with the rapidly changing technological environment. In 2021, we launched the Data Science Academy, in partnership with the online learning platform Coursera, to help our data science employees build critical skills at a transformative time. We continued this program in 2022, with employees pursuing new skills like statistical programming, machine learning and data management.

*At Nielsen, our shared values of*



**Inclusion**



**Courage**



**Growth**

*power all that we do*



Around  
**450**  
learners have participated in our Data Science Academy, logging over

**7,800**  
learning hours

across nearly

**2,000**  
course enrollments

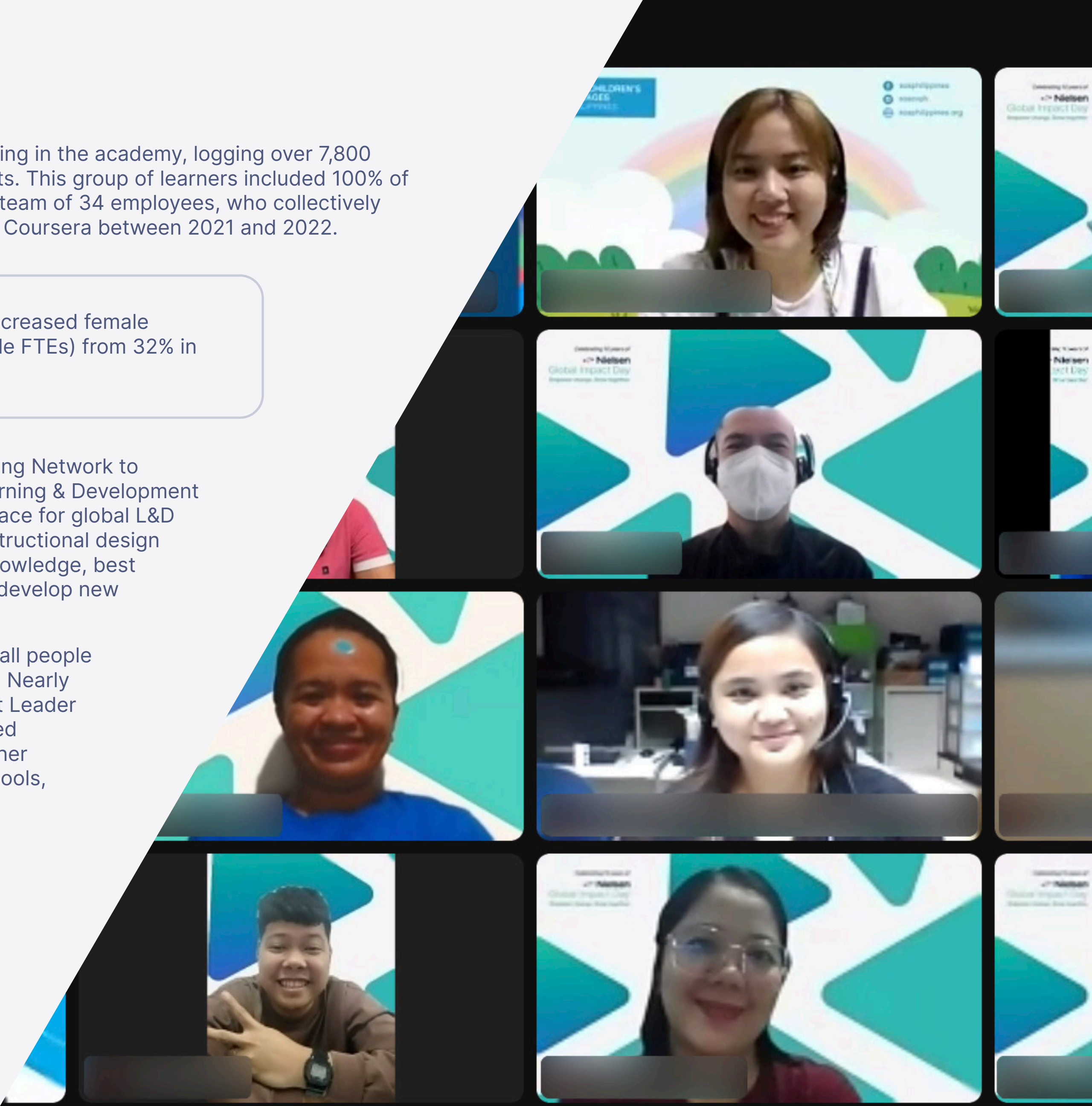
As of July 2022, around 450 learners were participating in the academy, logging over 7,800 learning hours across nearly 2,000 course enrollments. This group of learners included 100% of our dedicated Bangalore (India)-based data science team of 34 employees, who collectively invested nearly 1,000 data science learning hours on Coursera between 2021 and 2022.

Gender diversity boost in India: Nielsen Sports increased female representation to 41% in August 2022 (452 female FTEs) from 32% in August 2021 (323 female FTEs)

Additionally, in 2022, we launched the Nielsen Learning Network to encourage greater alignment among our internal Learning & Development (L&D) team. The cross-functional network offers a place for global L&D professionals—working on a range of topics from instructional design to technology and vendor management—to share knowledge, best practices and collaborate to discover new tools and develop new vendor relationships.

We also began to offer Leader Lab, which is open to all people leaders and includes quarterly virtual learning series. Nearly 500 managers across Nielsen participated in our first Leader Lab session at the end of 2022. In 2023, we continued to offer this ongoing Leader Lab series, as well as other communication forums, skill-building resources and tools, to enable our people managers to be effective in their roles.

Across the company, employees also have access to development programs in line with our commitment to DE&I. Please refer to the [DE&I](#) section of this report for more information.

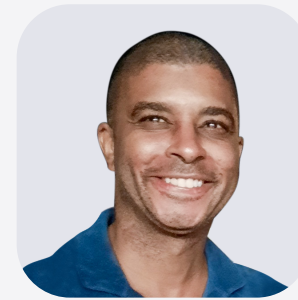




### Growth through mentorship

In 2022, we relaunched the myMentor program to provide our Nielsen people with an opportunity to develop their careers, learn from others and share knowledge, and expand their network and build a growth mindset. myMentor is Nielsen’s global people-driven mentoring program for employees to access mentoring when, where and how they want to support their development. In addition to the broader myMentor program, there are also five custom cohort mentoring matches for specific career development programs (including GROW and the Diverse Leadership Network).

Across all programs through our mentoring platform for career development program management, we matched over 300 mentor/mentee pairs for six-month relationships starting in April 2022, with the participants logging around 1,850 hours in mentoring activities. We continued to offer this program in 2023 to further nurture these valuable cross-business relationships.



**Brian Walker**  
*Director, North America Enterprise HR Business Partner (EHRBP) Lead and U.S. HR Compliance Lead*

“Having my mentor was one of the most memorable aspects of my experience within the DLN program. What I appreciate most about my mentor are his listening skills and his genuineness. He sent me a book on leadership (which he didn’t have to do), took the time to advocate on my behalf regarding a role I applied for during the program, and gave me his honest opinion on topics we discussed. My experience within DLN and at Nielsen have been enhanced by his mentorship.”





## Enterprise-wide processes and tools to fuel growth and mobility

Throughout 2022, we made several improvements to our performance feedback and management tools, to advance wider company goals and enable a high-performing culture. For example, beginning in late 2022, we rolled out an enhanced annual performance review process across the company, available to all our employees around the world. The more streamlined process now allows managers to complete the performance reviews of their employees more efficiently and in a more timely manner in our online portal. We provided enhanced feedback resources for employees in our Degreed learning platform, along with other support resources for employees and managers, including conversation guides that cover how to ask for, give and receive effective feedback. In response to these updates and efficiencies, 95% of managers were on time with their employee performance reviews in 2022, up from 88% the previous year. Our rate of on-time employee self-assessments also increased to 85% from 70% over the same period in 2021.

Similarly, we refreshed our Performance Improvement Plan (PIP) and check-in processes for a more standardized and effective deployment. The new PIP system centralizes documentation and includes new data reporting functions focused on employee engagement and performance improvement. Our process, updated in June 2022, reached seven countries, and we plan to continue to roll it out to other areas. Meanwhile, our new check-in process now falls in the same timing as our overall performance cycle and includes updated resources to track ongoing feedback. The updated check-in

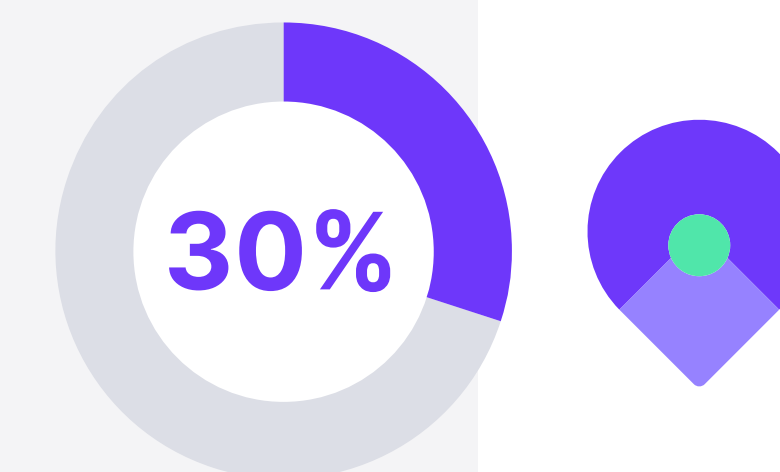
process has reached nearly 30% of all employees by the end of 2022, across 52 countries, indicating that employees and managers are having more regular progress and feedback conversations throughout the year.

We also revisited some of the tools in our 360° feedback process, which provides employees with a holistic view on their work behaviors from several points of reference. In 2023, we are preparing to pilot a new version of our 360° feedback tool in our myCareer platform that aligns with our leadership capability model. This will create another mechanism for feedback and focus leaders on creating development plans around their key strengths and opportunity areas.

Finally, in April 2022, we launched an internal, global site where employees and managers can learn about Nielsen’s approach to performance management and find resources and tools to own and grow their careers.

We strive to serve our employees with the utmost care and empathy throughout their lifecycle at our company, including the offboarding process. In 2022 and early 2023, amid our business transformation and reductions in our workforce, we made several refinements to that process, including the creation of an offboarding guide for managers, and improvements to our exit survey and interview. We also provided outplacement services with an external partner that works with exited employees to secure job opportunities until they find placement in a new position.

*Our updated check-in process has reached nearly*



*of all employees across*

**52**

*countries, indicating more regular feedback conversations throughout the year*



**We created the Growth Mindset Journey in 2022, an online learning experience designed to teach the concepts of a growth mindset and provide a personalized plan**



**Jamie Moldafsky**  
*Chief Customer and People Officer*

“Successful transformation requires staying close to our people—and an honest assessment of our collective strengths and areas of opportunity. We strive to meet our people where they are and drive meaningful progress in the areas that matter most.”

### Growing during a time of transformation

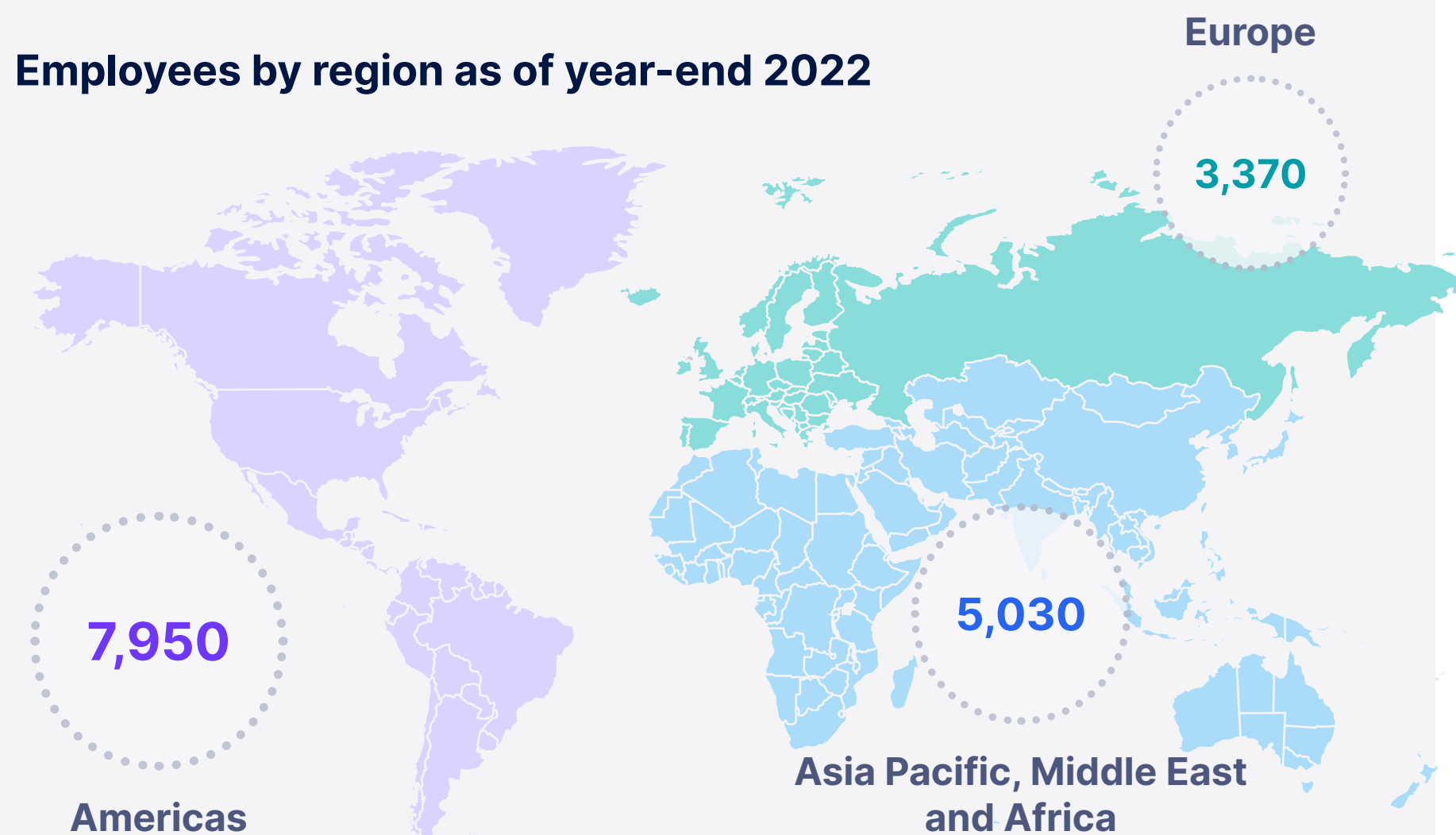
Growth is a key part of our shared culture, and a value that our employees exhibit every day. During a time of business and industry transformation, this commitment to growth enables us to stay agile, focused and resilient. In order to help our employees navigate this period and fully understand how we apply the concept of growth to our work, we created the Growth Mindset Journey in 2022, an online learning experience designed to teach the concepts of a growth mindset and provide a personalized plan of action for individuals looking to develop further.

The Growth Mindset Journey includes an eLearning component, a personalized journal linked to each employee’s self-assessment, a team toolkit and a learning pathway in our Degreed learning platform. Since the launch of the program in July 2022, over 1,000 employees have completed Growth Mindset Journey, encouraging their resilience and adaptive approach to reframing challenges and constantly striving for growth.

### Human capital snapshot

- Approximately 16,000 people were employed worldwide as of December 31, 2022, which includes approximately 1,000 part-time employees
- Absolute turnover for 2022 was 21.2%, including 18.5% voluntary and 2.7% involuntary
- Approximately 4,300 new employee hires were made globally in 2022
- In 2022, 8.9% of all females were promoted and 9.3% of all males were promoted
- 100% of employees have access to comprehensive career development resources, including training and performance review
- In 2022, 72% of our employees accessed our Learning Management System and Degreed platforms, completing over 45,000 learning activities

### Employees by region as of year-end 2022



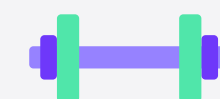


# Prioritizing employee health and wellness

We work to ensure our employees can feel their best at all times, whether in or away from the office, and be confident they can bring their whole selves to Nielsen every day.

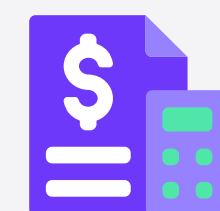
A key part of doing so is focusing on how we can meet the evolving needs of a diverse and global workforce through traditional benefits and other well-being programs. Our global “Whole You” program offers resources covering four core pillars of well-being: physical, emotional, financial and social and environmental.

The Whole You online interactive platform provides employees with self-assessments, tools, resources and guides for a holistic approach to wellness, through areas such as nutrition, exercise, stress management and work-life balance. The program offers regular webinars on these and other topics to our global employees, along with a variety of on-site wellness initiatives at our office locations around the world, ranging from talks on engaging with nature to financial planning to exercise classes.



## Physical Well-Being

Prevention, health maintenance and improvement, healthy eating and physical activity, and women’s health



## Financial Well-Being

Financial programs, education, and support that allow you to grow and protect your financial security, and increase awareness of available Nielsen benefits / resources



## Emotional Well-Being

Programs and policies that support mental health and emotional well-being across the continuum



## Social and Environmental Well-Being

Workplace environment and culture that promotes health and well-being between employees, families and the community

**On July 29, 2022, Nielsen held its third company-wide Mental Health Day Away to give employees a chance to rest and recharge**

Some Nielsen locations also offer monthly on-site visits from holistic health and wellness coaches, nutritionists and exercise experts and provide incentives to encourage employee participation in these wellness programs. In the U.S., employees and insured spouses/partners can earn up to \$300 in incentives for exercising, making healthy eating choices, tracking their sleep and getting appropriate immunizations and relevant health testing, as well as an annual physical. We also offer virtual fitness programs and events globally.

We see emotional well-being as an equally important component of wellness and offer a range of mental health resources. This includes on-demand resources and tools to manage emotional health, from online therapy appointments to crisis helplines and stress-relief apps. Our company-wide “Mental Health Day Away” has allowed employees a chance to rest and recharge. On July 29, 2022, Nielsen held its third such annual event, with a collective day off to prioritize well-being. In addition, we continue to offer mental health benefits for employees globally through a partnership with Spring Health, a mental health services platform. Spring Health offers counseling sessions to all employees and their family members ages 6 and over. Spring Health also provides coaching, mindfulness training, crisis support and group sessions, all at no cost.

In 2022, we offered Spring Health to 44 countries globally and now offer Emotional Health Support programs in every country where Nielsen has a presence. Nielsen’s Emotional Health Hub continues to provide information in one place for employees and their families to find available resources in their local language.

Our approach to financial well-being includes traditional benefits like life insurance and retirement plan offerings, as well as access to personal financial advisers for retirement planning and educational savings needs. We also continue to operate a Nielsen Global Support Fund, through which employees can donate to fellow colleagues in need and apply for grants in times of personal hardship or natural disaster.

To support social and environmental well-being, we focus on creating a healthy and supportive workplace culture, a Well-Being Ambassador program to increase employee engagement and identify local employee needs, and healthier food and beverage options in our offices. Building community within Nielsen is also an important aspect of this work, where we connect with our BRGs and ongoing volunteering efforts.

Employees around the world have access to health benefits and paid vacation leave. And as of July 2022, Nielsen’s U.S. benefits plan covers travel-related expenses for any medical services covered under our plan that are unavailable in the employee’s state or within 50 miles of the employee’s home.



**Nielsen offers Emotional Health Support programs in every country where we have a presence**



## Maintaining a flexible and collaborative approach to work

As we adjust to a post-pandemic working environment, Nielsen has stayed true to a highly flexible and collaborative approach to our workplace policies. We believe in the power of bringing our employees together—whether in person or virtually—to encourage learning and creativity, but we also view flexibility as a key part of our culture.

Beginning in 2021, we have deployed our Smart Work framework with the goal of retaining some of the flexibility associated with remote work, while maintaining productive connections as applicable to the office, field and/or client sites for key roles. Smart Work plans were developed for flexible, hybrid, on-site and/or field roles across the company. Most of our office-based employees have moved to a flexible Smart Work profile. Fully flexible roles have the option for full-time remote work with on-site visits as needed. Employees can continue to use our offices for team collaboration, culture-building or client activities.



2023 recognition by the Business Group on Health’s Best Employers for Excellence in Health and Well-Being, Excellence in Mental Health, Excellence in Health Equity, and Excellence in Global Health & Well-Being, marking Nielsen’s eighth year of recognition by Best Employers



2022-2023 Platinum certification for the Mental Health America Bell Seal for Workplace Mental Health, a distinction awarded by Mental Health America recognizing our outstanding commitment to employee mental health and well-being



Ranked #26 in the Dave Thomas Foundation for Adoption 2022 list of 100 Best Adoption-Friendly Workplaces



2022 Gold Recognition from the American Heart Association for a Culture of Health and Well-Being



**Environment**



# Environment

The escalating climate crisis is one of the greatest challenges our world faces today. From more frequent extreme weather events, to wildfires, long-term droughts, biodiversity loss, infrastructure strain and more—no community, country, business or organization is immune from the interconnected impacts on our environment and society. Like all businesses, Nielsen's current and future success is intrinsically tied to the health of the communities and markets where we live and operate.



We consider climate change and our environmental impact as one of our key ESG issues. As a global leader in the media industry, we are focused on addressing the climate crisis through awareness building, community engagement and more sustainable practices across our value chain, including our own operations, with our suppliers and through our client relations.



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***We take seriously our role and commitment to mitigate the impacts of climate change, taking action to create a more sustainable future for all our stakeholders and diverse communities***

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# 2022-23 highlights

- Nielsen celebrated our 10th annual Earth Day in April 2023, bringing together nearly 1,100 employees across 24 countries, through 97 in-person and virtual events and activities, engaging and educating about emissions reduction and environmental justice.
- 18% of Nielsen's global fleet has been converted to electric or hybrid vehicles, including 33% of our European fleet, nearly 19% of our U.S. fleet and 13% of our Puerto Rico fleet.
- We engaged 100% of our major travel suppliers through meetings and a third-party sustainability scorecard process, and formally assessed 85% on their ESG practices, covering all three major categories of Nielsen's travel spend (air travel, auto travel and hotels/accommodations).
- Sustainability criteria were integrated into 100% of the sourcing process managed through the Global Procurement team.
- 100% of paper purchased in the U.S. from Nielsen's preferred office supplier was recycled paper.



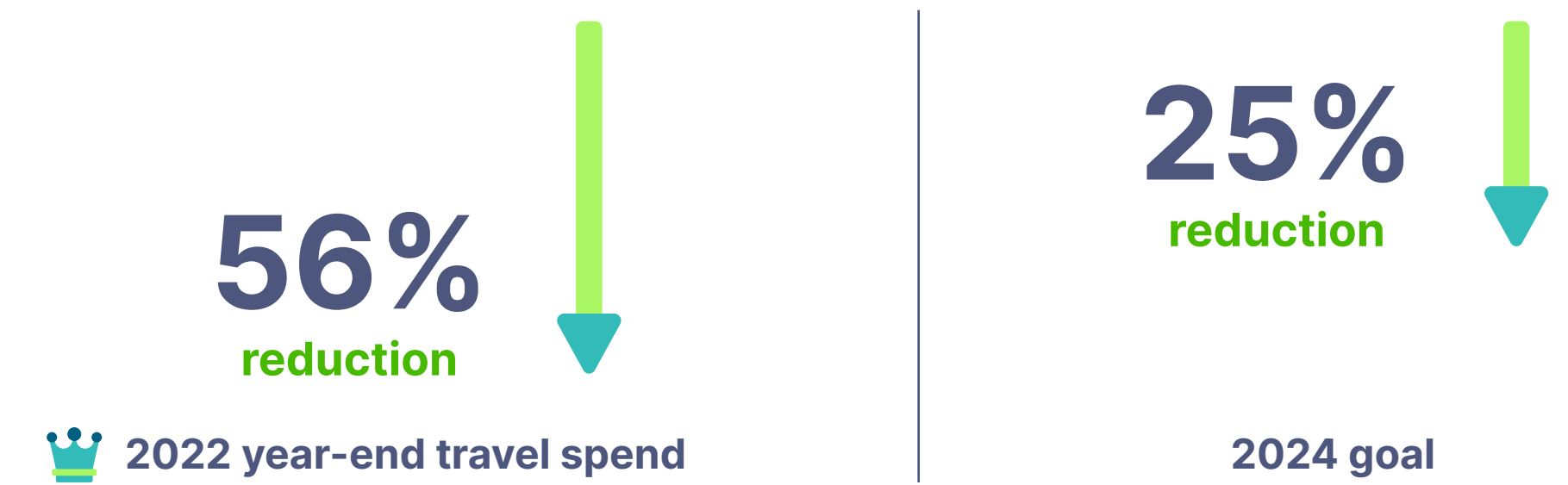


# 2024 goals

- Reduce our on-premises physical server footprint to 10% of Nielsen’s overall physical server footprint
  - 2022 Progress: Closed 2022 with our on-premises physical server footprint at 22% of Nielsen’s overall physical server footprint, representing a 78% reduction compared to the 2021 baseline



- Reduce our business travel spend by 25% from our 2019 pre-COVID baseline, and implement a travel policy that will maintain the reduced travel emissions
  - 2022 Progress: 56% year-end reduction in business travel spend from our 2019 pre-COVID baseline



- Ensure all of Nielsen’s electronic waste (e-waste) managed through our global field operations team is recycled, reused or refurbished
  - 2022 Progress: All assets/equipment recovered and processed for end-of-life disposal by our field operations were managed responsibly and were diverted from landfill, to be recycled, reused or refurbished

**Our environmental management strategy focuses on the impact areas that are most relevant for our operations:**



**Waste**



**Business travel**



**Energy**

# Our strategic approach

Our sustainability approach is focused on minimizing the impact of our products, services and business operations on the environment. We seek to identify opportunities to positively contribute to sustainability efforts, by finding ways to use our data and products for environment-related efforts, and by helping our clients meet shifting consumer demands and expectations from their stakeholders.

We also recognize that the impact of climate change disproportionately affects marginalized communities globally, including low-income, LGBTQ+, women and Black and Indigenous communities, as well as plant and animal life. We are attuned to the intersection of environmental and social issues and continue to apply a climate justice lens to our work.

# Managing our environmental impacts

Our environmental management strategy focuses on the impact areas that have been identified as most relevant for our operations through our ESG issue assessments: waste, business travel and energy. We also recognize that water stewardship and sustainable forestry—while not as significant for Nielsen’s direct operations at present—are societal

issues that affect our employees, suppliers and other stakeholders around the world, and we remain mindful of their footprint.

We also look across our supply chain to measure our environmental impact, and actively work with suppliers to understand and improve their ESG performance. In early 2022, we completed our second assessment of our greenhouse gas (GHG) footprint across our supply chain, to help us better understand potential long-term emissions reduction goals for Nielsen’s global footprint.

While there has been continued senior and executive level oversight of Nielsen’s environmental program, responsibility for sustainable decisions and actions sit with each relevant team across Nielsen. Integrating environmentally friendly options across Nielsen functions is part of our climate change mitigation efforts.

## Greening our meetings

As a professional services firm, we find new ways to make our day-to-day operations more sustainable. To this end, we have embraced more eco-friendly behaviors in a world of hybrid work, including for our in-person meetings. Our Corporate Citizenship team continues to work with our Events and Experiences team to update our “Green meetings guidelines.” These guidelines provide organizers with a range of criteria to consider, from transportation logistics to on-site greener options and local food sourcing, when planning for more sustainable meetings and events.







**Nielsen met our e-waste goal in 2022, as all assets/equipment that were recovered and processed by our field operations were managed responsibly and diverted from landfill**

More details on our overall approach to environmental management can be found in the [Nielsen environmental policy and guidelines](#), which were last updated in May 2023. Our environmental data collection and reporting methodology, time-based updates and assurance statements can be found in the [Methodology and verification section](#) of this report.

Additionally, through our formal, principles-based [Environmentally Preferable Purchasing \(EPP\) guidelines](#), we aim to limit our company's negative environmental impacts and promote sustainable and responsible growth and innovation in the marketplace. These guidelines integrate ESG criteria alongside traditional procurement metrics like quality and cost, and encourage procurement managers to consider issues such as emissions, waste reduction and energy efficiency when making purchasing decisions.

## Waste management

Among our various waste streams, some of our environmental impact occurs in the creation of e-waste and the consumption of paper.

### Our e-waste management

Along with common sources of e-waste from our internal operations—such as computers, phones and data servers—we also produce and distribute metering equipment to measure TV and audio consumption among our panelists. Over the years, we have focused on ensuring that virtually none of our e-waste goes to landfill, and we have set a 2024 goal to ensure that all our e-waste from global

field operations is recycled, reused or refurbished. Nielsen met this goal in 2022, as all assets/equipment that were recovered and processed by our field operations were managed responsibly and diverted from landfill. We are also committed to expanding our opportunities for responsible end-of-life management of electronic devices and equipment, to reduce emissions from this source.

### Our paper management

Within the U.S., 100% of the paper purchased for printing in 2022 was recycled paper. This shift in sourcing by our Procurement team increased our usage of recycled paper by 93% between 2021 and 2022. This move applies to all paper purchased by U.S. employees through our preferred supplier, helping to support sustainable forestry practices and responsible sourcing.

### Responsible transitions

With Gracenote transitioning to a server-based storage of its music library, Nielsen donated our entire physical media collection of over 50,000 audio compact disks (CDs) to ARChive of Contemporary Music, a nonprofit that serves as an archive, a music library and research center, located in New York, U.S. This initiative not only focused on the preservation of global music culture and history, but also was an effort to support a nonprofit working in the space of art, and ensuring we are preventing e-waste from entering landfill.

**Within the U.S.,**



**100%**  
**of the paper purchased for printing**

**in 2022 was recycled paper**

**100%**

*of desktops/workstations used in our office operations are EPEAT and/or Energy Star-certified*

## Energy management

Nielsen continues to investigate, identify and execute operational energy optimizations across the company, resulting in efficiencies in electricity usage and reduction of our environmental footprint. Our data centers and our offices are among the greatest contributors to our direct energy consumption footprint. To mitigate these impacts, we focus on designing energy-efficient office spaces, identifying opportunities with our electronic equipment and decreasing energy use at our data centers through innovative technology and improved infrastructure performance.

### Our data centers

Across industries, the amount of data generated and processed continues to accelerate, with implications for the environmental impact of physical data centers. At Nielsen, we attempt to limit the footprint of our data centers through continued server optimization, virtualization, storage refresh and data and server room consolidations. With our 2024 goal to reduce our on-premises (on-prem) physical server footprint to 10% of our overall physical server footprint, our focus has been on the decommissioning process, to meet our commitments. By the end of 2022, our physical server footprint had been reduced by almost 78%, and is currently at only 22% of the original baseline in 2021. Overall, these efforts have also enabled reduction in energy consumption by up to 17% across our core data centers. Some of the locations where we have focused the reduction of our on-prem footprint include the Oldsmar office in Florida (U.S.) and the Lebanon office in Ohio (U.S.). Both data centers also saw a power usage reduction of

approximately 10% and 17%, respectively, in 2022.

We also continue our efforts to reduce our overall on-prem hardware presence through continued migration to the cloud. Our Infrastructure team has worked to increase overall operational efficiencies that match Nielsen’s needs, using several methods, including: rebuilding the on-prem hardware environment to increase density of our overall host count, rightsizing virtual machines and our storage footprint and optimizing utilization across our server farms.

As more of our data centers shift to the cloud, we plan to continually work with our technology suppliers to understand their own environmental targets and goals, and strive to decrease net emissions from Nielsen data servers across both on-prem and in-cloud servers.

### Our electronic devices

Nielsen’s Global Procurement team continues to engage with our preferred suppliers for electronic devices to manage the footprint of our certified energy-efficient copiers, laptops, desktops, workstations and monitors, to name a few. Our copier fleet is more than 90% EPEAT and/or Energy Star-certified, with power-down features to save energy, and 100% of desktops/workstations used in our office operations are EPEAT and/or Energy Star-certified.

In addition, we continue to invest in innovation technology, such as the Wearable Portable People Meter, our mobile measurement metering device, which brings energy efficiencies into Nielsen offerings by increasing usability while using less power.

*By the end of 2022, our physical server footprint had been reduced by almost*

**78%**

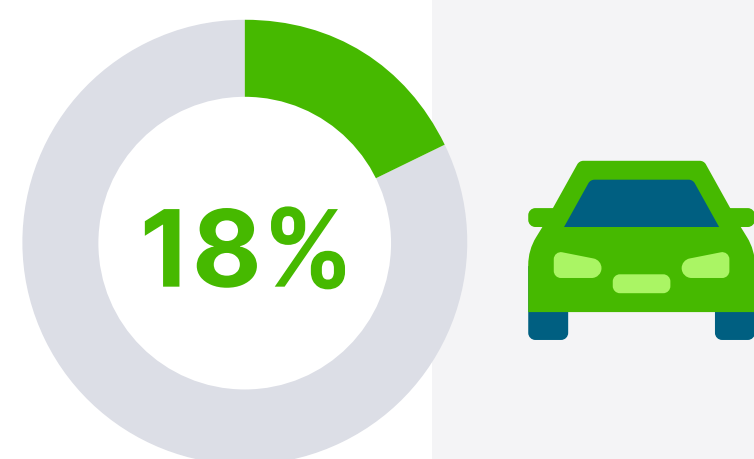
*and is currently at only*

**22%**

*of the original baseline in 2021*



As of the beginning of 2023,



of Nielsen's global fleet was converted to electric or hybrid vehicles

### Our facilities

To manage and reduce the negative environmental impacts of our physical locations, Nielsen's Real Estate team focuses on investigating energy consumption efficiencies and cost-reduction opportunities at existing facilities, including but not limited to, structural investments such as LED lights. In addition, our portfolio management strategy may include office closures, consolidations and downsizing to smaller spaces, as in Tel Aviv (Israel), which helps reduce our overall energy and resource consumption.

As examples, since 2022 Nielsen:

- Realized 1,582.38 metric tons of CO<sub>2</sub>e [emissions] avoided for the sites that closed in 2022. This includes Scope 1 and Scope 2 (location-based) emissions avoided
- Had energy savings of over 141,800 kWh, translating to a reduction of approximately 120,500 kilograms of CO<sub>2</sub> in emissions from office consolidations and partial closures, such as in Bangalore (India)
- Invested in structural opportunities in Endeavour House, London (U.K.), that included installing a low-power intruder alarm, 4G operated; changing all lighting to LED, with motion sensors for further usage efficiency; and replacing existing refrigerators with energy-efficient ones

We are also taking steps to make our facilities more resilient to the impacts of climate change, including extreme weather events. Our Global Technology & Innovation Center (GTIC) facility in Oldsmar, Florida, houses over 2,000 employees and is a central piece of our data center portfolio. Originally built in 2001, the facility was designed to withstand a Category

5 hurricane, with features like roll-down hurricane doors and a "breakaway" bottom floor to prevent storm surge from reaching critical machinery. With such extreme weather events expected to rise with climate change, Nielsen continues to explore and determine business resiliency plans as part of the strategy.

### Our fleet

Nielsen maintains a global fleet, which is primarily for our field teams to recruit and maintain relationships with our research panelists. Our fleet is mainly concentrated in the U.S. and Europe, with these regions accounting for 87% of our global fleet footprint, while the rest of Nielsen's global presence make up the remaining 13%. Our Procurement and Field leads have continued to engage with our fleet suppliers globally to evaluate opportunities to bring lower-emission cars into our portfolio, by converting to electric or hybrid vehicles as leases are renewed.

As of the beginning of 2023, 18% of Nielsen's global fleet was converted to electric or hybrid vehicles. This includes an 18.6% conversion of Nielsen's U.S. fleet and a 13% conversion of our Puerto Rico fleet. In Europe, we surpassed our original 2022 goal of 18% conversion, and instead ended the year with 33% of our fleet moving to low-carbon.

With the increased stress on the global economy, and changes in marketplace dynamics such as reduced options of electric/hybrid cars and the vehicle companies' focus shifting to direct sale to consumers (rather than businesses), Nielsen continues to investigate efficient options as they become available.

Since 2022, Nielsen has had energy savings of over

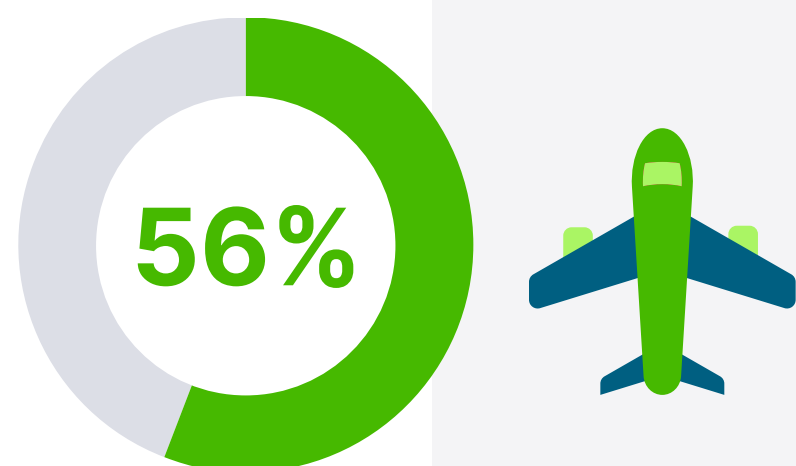
**141,800 kWh**

translating to a reduction of approximately

**120,500 kg of CO<sub>2</sub>**

in emissions from office consolidations and partial closures

**As of the end of 2022, we have reduced our business travel spending by**



**from our 2019 pre-COVID baseline**

## Business travel impacts

As a professional services company, our business travel impacts are a key point of focus in our long-term carbon-reduction efforts. In 2021, we set a 2024 goal to reduce our business travel spend by 25% from our 2019 pre-COVID baseline, and to implement a travel policy that will maintain these reduced emissions. As of the end of 2022, we have reduced our spending by 56% from our 2019 pre-COVID baseline.

Choosing sustainable suppliers is another part of our commitment to reducing the impact of business travel. We have set the following long-term goals for our travel management:

- Include sustainability criteria in 100% of our major, centrally managed, global travel requests for proposals (RFPs).
  - 2022 Progress: Nielsen had a major sourcing event in 2022, where the business shifted to a new travel management company. Sustainability criteria was integrated into the sourcing process for this vendor. Also, sustainability language is included in our Master RFP template as a standard operating procedure.
- Engage 100% of our procurement-managed travel suppliers on overall sustainability practices. Also, formally assess 80% of our major, centrally managed travel suppliers on ESG practices through our third-party sustainability scorecard process.
  - 2022 Progress: In 2022, Nielsen engaged 100% of our major travel suppliers through meetings and our third-party sustainability scorecard process, and formally

assessed 85% on their ESG practices, covering all three major categories of Nielsen’s travel spend (air travel, auto travel and hotels/accommodations).

## Understanding and managing climate risks

Nielsen’s first climate risk assessment was conducted in 2018, where we started our work on identifying and reviewing climate change-related risks faced by the company. Potential climate-related risks identified included exposure of physical infrastructure to rising sea levels, intensifying storms and carbon pricing in some locations, as well as opportunities like driving awareness of the climate crisis across industries and helping clients meet evolving consumer needs.

In early 2022, we completed an updated assessment of climate-related physical and transition risks that integrated changes to our global footprint. The results of these analyses, which were conducted with an external consulting agency, are helping to inform our climate-related risk management strategy and to identify a roadmap to meet the changing physical and transition considerations for risk mitigation opportunities that can build a more resilient business future.

The transition risk assessment—which looked at the business implications associated with the organization’s transition to a lower-carbon economy—considered issues including current and emerging regulation, such as carbon pricing mechanisms; shifts toward lower-emissions technology; market changes, including changing consumer behavior; and reputational risks from

**In 2022, Nielsen engaged 100% of our major travel suppliers through meetings and our third-party sustainability scorecard process**

**In early 2022, we completed an updated assessment of climate-related physical and transition risks that integrated changes to our global footprint**





increasing stakeholder expectations. Some of the findings included understanding of the long-term financial implications of potential carbon pricing, the increased cost of raw materials and services that may impact the procurement processes and the cost of transitioning to a lower-carbon emission technology, such as with our fleet.

The physical risk assessment evaluated our exposure to climate impacts from acute and chronic events such as drought, hurricanes or sea level rise, on our assets including data centers, offices and field operations around the globe. Through the assessment, we were able to map our physical assets to identify high/medium risk areas over different climate scenarios and multiple time frames.

### Activating climate change awareness through pro bono data

At Nielsen, we believe we have an opportunity to support the work of nonprofits engaged in climate change through data donations and skills-based volunteering work. Since 2019, we have collaborated with [Potential Energy Coalition](#), a purpose-built communications capability that significantly accelerates climate progress through narrative shifts. Potential Energy Coalition is a nonpartisan, nonprofit firm that brings together the world's leading creative, analytic and media talents.

Potential Energy Coalition has served and measured almost 2.5 billion ads and deployed more than 13 rounds of large-scale in-field surveys and 418 ad tests, with the aim of increasing awareness and action around climate change.

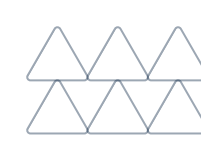
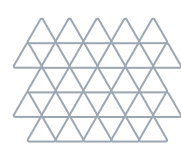
Nielsen has provided pro bono data and access to insights, including Local TV Ratings, Radio Ratings and Nielsen Scarborough, which captures local and national consumer insights across over 2,000 categories. Our data has enabled the organization to identify audiences that might be receptive to new messaging around climate change. In early 2023, Nielsen provided Potential Energy Coalition with updated segmentation data to help the organization better understand the channels to reach moderate mothers in suburban areas, as a high-potential demographic for greater climate awareness through its Science Moms campaign. With this data, Science Moms has more effectively connected with its target audience of 5.2 million across nine markets.

Nielsen and Potential Energy Coalition have also collaborated to expand knowledge and understanding of the role of the media industry in addressing environmental challenges. In 2022, nearly 500 employees joined an [Earth Day Community Conversation](#) on how audience behavior and storytelling can drive awareness and action on climate change. Nielsen's Chief Diversity Officer, Sandra Sims-Williams, moderated a conversation with John Marshall, Chairman and CEO of Potential Energy Coalition, Christina Lowery, CEO of [Girl Rising](#), and Tia Kennedy, Girl Rising Future Rising Fellow, on ways we can leverage our expertise and platforms to be truth-tellers and engage audiences in the fight against climate change.



**Since 2019, we have collaborated with Potential Energy Coalition, a purpose-built communications capability that significantly accelerates climate progress through narrative shifts**





In April 2023, nearly

**1,100**

**Green BRG leaders, members and Nielsen volunteers across 24 countries, came together to celebrate our 10th year of Nielsen's Earth Day**

The results also enabled an understanding of potential risks and mitigation opportunities for the health and safety of our employees in those different scenarios.

Climate change continues to be recognized as a stand-alone risk in our annual Enterprise Risk Management (ERM) process, and is reviewed by Nielsen's senior management. The climate-related risk findings and potential mitigation opportunities from our latest climate risk assessment all continue to guide our evaluation, dialogue and strategy related to climate change risks during the ERM process.

More information about our physical and transitional risk assessment can be found in the Task Force on Climate-related Financial Disclosures (TCFD) index, located in the [Appendix](#) of this report.

Our Corporate Citizenship team has also continued to work with teams across the company to ensure these relevant climate change risks mitigation plans and opportunities are communicated and integrated into the operational strategy. For more on our approach to governance and risk management, please see the [Governance](#) section of this report.

## Employee engagement and sustainability

Our employees play an important role in driving action to address climate change within Nielsen, while also making valuable contributions to environmental stewardship in their own communities. Through employee volunteer

support, Nielsen works with nonprofits around the world that are advancing sustainability and environmental justice.

Nielsen's Green Business Resource Group (BRG) acts as the central organizing point for employee engagement and advocacy on environmental issues. The group, which is supported by the Corporate Citizenship team, takes an intersectional lens to the issue of climate change by focusing on environmental justice for underrepresented communities and others who are disproportionately affected by climate change.

In April 2023, nearly 1,100 Green BRG leaders, members and Nielsen volunteers across 24 countries came together to celebrate our 10th year of [Nielsen's Earth Day](#), our annual environment call to action. Our people collectively logged more than 2,600 hours of volunteering and engagement across 97 events and individual activities. Efforts included beach and public park cleanups, tree planting and preparing garden beds, and participation in virtual events to learn about composting and the impact of waste on chronically marginalized communities. In total, volunteers collected almost 3,250 kilograms of waste and donated or planted 143 trees and plants. In addition, dozens of Nielsen employees heard from the project leads of the winning idea from our [2022 Data for Good Idea Challenge](#), about their "Nielsen Climate Content Rating" proposal, a report and content metric on scientific content in extreme weather reporting. Our 2023 work built upon our [Earth Day celebration](#) in April 2022, when Nielsen employees came together as one company to contribute more than 1,840 volunteer hours across 62 events to drive responsible action for environmental justice.







## Over half (52%)

of U.S. consumers purchase from brands that support causes they care about, according to Nielsen's 2022 Annual Marketing Report

Throughout the year, Nielsen employees work at the grassroots level to make a positive impact in their communities. In November 2022, our Green BRG leaders organized a conversation on media's influence on environmental issues with the Norman Lear Center, a nonpartisan research and public policy center at the University of Southern California that studies and helps shape the social, political, economic and cultural impact of entertainment on the world. Our employees heard from the Lear Center's Hollywood, Health & Society program and Media Impact Project team about their work measuring the extent of positive environmental portrayals in entertainment and promoting greater accuracy.



**Israa Kashour**  
Manager, Content Partnerships; Cares and Green Local BRG Leader for Jordan

"It's important to remember that any small action to protect our environment, including those we take on Earth Day, can make a difference. As people, we need to care for each other, and also the Earth, the animals and the world we live in."

### Assessing brands' sustainability performance

At Nielsen, we continue to look for new ways that we can use our unique measurement capabilities to create data-driven insights on the market potential of sustainable brands and products.

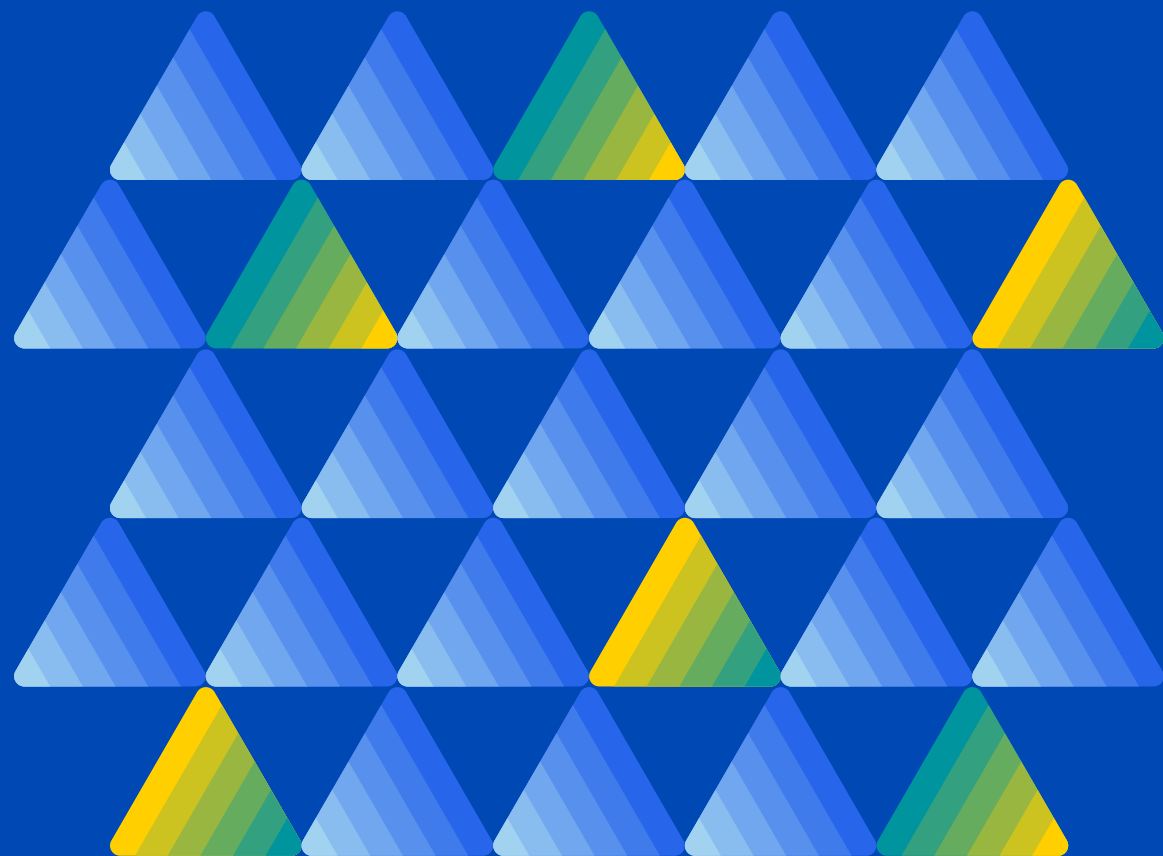
For example, in 2022, we released our inaugural [Brand Sustainability Report](#) in Australia. The report explores Australian consumer perceptions around the sustainability efforts of nearly 250 brands in the country. Based on a survey of almost 8,500 respondents, the report ranked brands according to their environmental and social sustainability performance. As the largest brand sustainability survey focused on Australia, the report aimed to guide businesses on how to improve and refine their environmental and social performance strategies to create greater impact among consumers.

Separately, in our [2022 Annual Marketing Report](#), we explored the impact of purpose-driven marketing, among other issues in the global marketing industry. The report, which surveyed nearly 2,000 global marketers, found that marketers can better connect with consumers by placing a greater emphasis on purpose-driven initiatives. Nielsen research shows over half of U.S. consumers (52%) purchase from brands that support causes they care about; similarly, more than 36% expect the brands they buy to support social causes. Yet, while global marketers say their brands are emphasizing purpose, Nielsen data shows that 55% of consumers are not convinced that brands are contributing to real progress.



# **Data privacy & security**





# Data privacy & security

Everything we do at Nielsen revolves around data. We hold data privacy, security and integrity as an utmost company priority and a key ESG issue. Every day, customers and panelists trust us with their data, and we are committed to honoring that responsibility. We are developing guidelines to further enhance the secure exchange and protection of sensitive data by using data clean rooms. While the media landscape continues to evolve and become more complex, the need for transparent, representative, auditable and independent measurement—rooted in responsible data collection and handling—remains constant.



***We are committed to transparent, representative, auditable and independent measurement—rooted in responsible data collection and handling***

# 2022-23 highlights

- Facilitated training and education events throughout the year as part of our Privacy Awareness and Cybersecurity Awareness programs
- Over 1,000 employees participated in Privacy Awareness Month activities in January 2023, including a 2023 privacy landscape awareness event
- Over 6,000 attendees joined other privacy-related webinars throughout 2022, on topics including data transfers, data sharing, data classification, privacy laws, and marketing/business development compliance
- Over 2,500 employees participated in Cybersecurity Awareness Month activities in October 2022, which included awareness training, live sessions and a company-wide phishing tournament
- Achieved over 80% attestation from employees, contractors and consultants to the Acceptable Use Policy





# 2024 goals

- Ensure that 100% of eligible employees are held accountable for completing required privacy training
  - 2022 Progress: Added a global mandatory privacy training, which began in 2023, for all employees to complete alongside our updated Code of Conduct annual training and certification



### 2022 progress

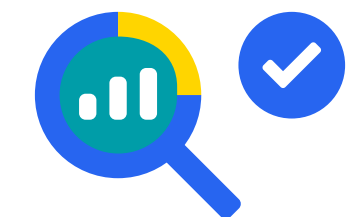
Added a global mandatory privacy training



### 2024 goal

Ensure that 100% of eligible employees complete required privacy training

- Conduct the biennial benchmark study to measure Nielsen's efficiency, effectiveness and performance to the National Institute of Standards and Technology (NIST) Cybersecurity Framework and adjust target maturity scores based on business needs
  - 2022 Progress: Third-party maturity assessment completed. Overall maturity increased in alignment with target goals. Strategic initiatives have been defined to further enhance performance



### 2022 progress

Third-party maturity assessment completed



### 2024 goal

Conduct the biennial benchmark study and adjust target maturity scores





***Our policies and procedures incorporate the principle of Privacy by Design—a commitment to include appropriate privacy protections in the design and implementation of our products and services***

# Privacy

Consumer privacy is a top priority for Nielsen, and we take the trust consumers and clients place in us seriously. Our internal policies and procedures conform to applicable laws and industry standards around the globe. They also incorporate the principle of Privacy by Design—a commitment to include appropriate privacy protections in the design and implementation of our products and services.

We believe in responsible stewardship of data and continually work to improve our practices and meet the highest industry standards. In 2022, we updated our Global Privacy Policy, available in seven languages, to reflect updates to common principles and privacy laws and more clearly communicate employee responsibilities. Updates include consolidation of employee responsibilities, clarifications of descriptions of our Privacy Principles, and updated definitions of common terms to reflect current privacy laws.



**Lukasz Czynieńnik**  
Chief Privacy Officer

“Privacy is a team sport that requires everyone at Nielsen to engage, commit and align. Everyone plays a role.”





# Data collection and management

Nielsen collects a limited amount of personal information about panelists, survey respondents, website browsers, or users of mobile and other devices measured by our digital and mobile products. We rely primarily on processing and handling the data to an aggregated level from which individuals cannot be identified. We maintain appropriate limits on access to data about specific individuals where we process it.

Examples of our efforts and commitments to privacy and personal data protection include:

- We abide by the concept of data minimization, to limit the collection of personal consumer data wherever possible, while still maintaining our ability to deliver meaningful insights.
- We adhere to the purpose limitation principle, to ensure that any new processing purpose is compatible with the purpose for which personal data was initially collected.
- In cases where direct identifiers are used, we limit both internal and external access to such information.
- When identifying elements of data have been removed, we have processes in place to prevent data from being reassociated with identifying features.
- We restrict access to, and use of, personal data to Nielsen employees and service providers with a legitimate business requirement.

We have established policies around records retention to limit how long we keep personal data.

For more information on the types of data we collect and how we manage consumer data, please see our [Privacy Principles](#), available in 19 languages.





**Our Cybersecurity Program aligns with the NIST Cybersecurity Framework, a voluntary set of standards, guidelines and practices to promote the protection of systems and information and to manage cybersecurity related risks**

# Cybersecurity

Nielsen’s Cybersecurity team works to protect our data, systems and networks around the globe through leading-edge security technologies and industry best practices. Our Cybersecurity Program aligns with the NIST Cybersecurity Framework, a voluntary set of standards, guidelines and practices to promote the protection of systems and information and to manage cybersecurity-related risks.

We implement multilayered organizational, technical and administrative measures designed to protect data under our control and comply with a range of legal requirements. The Cybersecurity team continually reviews practices and makes necessary adjustments to ensure we operate under current best practices to identify, detect, prevent and respond to cybersecurity threats.

In addition, on an annual basis, all employees, contractors, consultants, temporary and other workers at Nielsen who use, access and/or



**Clay Carter**  
Chief Information Security Officer

“Security is a function that exists to serve the business—it has to create value and enable trust. As a data company, we are focused on delivering security that enhances our clients’ confidence in our platforms, operations and data.”

administer Nielsen information resources are required to acknowledge that they have read and will comply with the Nielsen Acceptable Use Policy.

# Privacy and cybersecurity management at Nielsen

Our Chief Privacy Officer oversees the company's global privacy compliance program and manages the Nielsen Privacy Team. Nielsen also has an European Union Data Protection Officer who oversees Nielsen’s compliance with the General Data Protection Regulation.

Our Cybersecurity team of qualified data security professionals report to the Chief Information Security Officer (CISO). Both our Chief Privacy Officer and CISO sit within Nielsen’s Legal and Business Affairs team and report to our Chief Legal and Business Affairs Officer. Our cybersecurity policies are subject to oversight from our Global Policies Governance Council, are reviewed annually under the Governance team and require annual approval from the CISO. We provide publication of our policies and translation to multiple languages and issue emergency policies as required.

The Audit and Risk Committee of the Board has primary oversight for the management of key enterprise risks, including its Compliance and Integrity, Cybersecurity and Privacy programs.

Over **2,500**

**employees participated in Cybersecurity Awareness Month activities in October 2022, which included awareness training, live sessions and a company-wide phishing tournament**



*In 2023 we added a global mandatory privacy training for all employees, to complete alongside our updated Code of Conduct annual training and certification*

## Ongoing employee training

At Nielsen, we provide employees with the tools and training they need to uphold data privacy and security practices throughout their tenure at Nielsen. All new employees are required to take cybersecurity and privacy training as part of the onboarding process. In addition, as of 2023, we now require all global employees to complete privacy training alongside our annual Code of Conduct certification.

All our employees are responsible for maintaining safe data handling practices, and we offer ongoing education and training to support them. Our e-learning platform includes resources on privacy topics such as personal data definitions, records management, survey best practices and social media privacy concerns. All employees, contractors and consultants granted access to Nielsen’s systems must complete the annual Acceptable Use Policy training and attestation. Those who have access to databases with sensitive information must undergo additional, job-specific training.

In addition to mandatory training, we also distribute phishing simulations on a continual basis. If an individual fails the simulation, required training is assigned to them. Throughout the year, the Cybersecurity team provides employees information on latest issues and trends through newsletters and town hall meetings.

In January 2023, our annual Privacy Awareness Month offered employees webinars, self-paced training and Google Space posts with resources on best practices related to privacy and data protection. Additionally, webinars were held by the Privacy team throughout 2022 on topics that include cross-border data transfers, client/prospect outreach practices, responsible sharing of personal data, data classification and privacy laws.

We hold an annual Cybersecurity Awareness Month in October with resources and tools to protect against phishing and hacking attempts. Activities include training courses, hosted live sessions with cybersecurity professionals and awareness communications with cybersecurity best practices, tips and trivia. In 2022, more than 700 employees participated in three or more Cybersecurity Awareness Month events. We also held global training webinars on security, featuring our Chief Security Officer and Chief Information Security Officer, in 2022.

Over

**6,000**

*attendees joined privacy-related webinars throughout 2022, on topics including data transfers, data sharing, data classification, privacy laws, and marketing/business development compliance*

**Governance**



# Governance

A healthy media industry requires measurement integrity—reliable, accurate, unbiased and inclusive media measurement that works for everyone and includes everyone. We remain dedicated to serving the needs of the industry by providing our clients the most robust measurement available and maintaining the highest standards of integrity in everything we do. To this end, we operate with an unwavering commitment to sound governance and ethical behavior throughout our company, every day.



This commitment is also a key way we support a fair and functioning media ecosystem across the world. To create a level playing field across both the advertising and content distribution sides of a thriving media industry, measurement must come from an independent and impartial third party that provides objective accounting of the audience and is audited against consistent standards. Nielsen continues to play that role, as the only TV audience measurement provider to be accredited by the Media Rating Council (MRC), as of April 2023.



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***A healthy media industry requires measurement integrity—reliable, accurate, unbiased and inclusive media measurement that works for everyone and includes everyone***

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# 2022-23 highlights

- Updated Nielsen’s Code of Conduct with the latest foundational guidance to help everyone at Nielsen, including our subsidiaries and affiliates and the joint ventures that we control, upholds Nielsen’s ethical standards
- Required the Board and all employees—except where not permitted by local laws—to annually certify that they understand and will abide by our Code of Conduct
- Advocated on issues important to our business and inclusion across society, including U.S. Census funding, diversity in media, media ownership, tax reform, privacy, e-commerce, digital advertising, TV audience measurement and more
- Updated Nielsen’s Human Rights Guidelines in April 2023, which guide our commitment to uphold the standards of human rights in our operations around the world



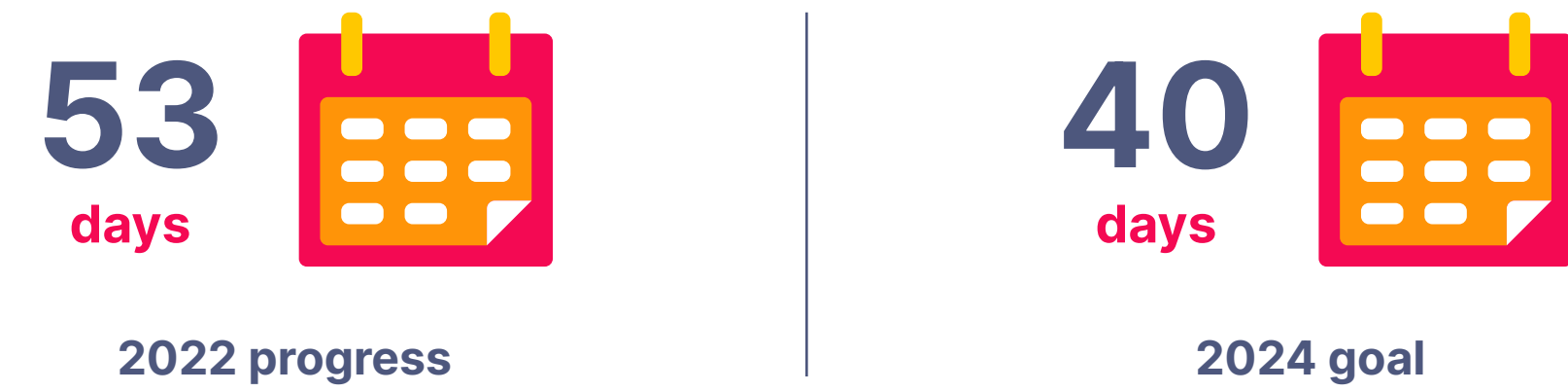


# 2024 goals

- Ensure that >80% of Nielsen policies are up to date, based on our policy framework cadence
  - 2022 Progress: 81% compliant on global policy updates as of year-end.



- Improve average days-to-close Integrity Reports to 40 days
  - 2022 Progress: 53 days-to-close as of year-end



*The Board is engaged on a regular basis on ESG topics such as governance, human capital management, DE&I and data privacy and security*

## Nielsen’s company and board structure

In October 2022, Nielsen was acquired by a private equity consortium led by Elliott Investment Management L.P. and Brookfield Business Partners L.P., together with its institutional partners. With the completion of the transaction, Nielsen’s shares ceased trading on the New York Stock Exchange beginning October 12, 2022, marking our transition to a private company.

Following the move to private ownership, Nielsen and its controlled subsidiaries are managed by the Board of Directors (the "Board") of Neptune Parent Topco LLC, the ultimate parent entity of Nielsen. The Board, including through its Audit and Risk Committee, Compensation and Talent Committee and Executive Operating Committee, is engaged on a regular basis on ESG topics such as governance, human capital management, DE&I and data privacy and security and is otherwise involved with major long-term strategic decisions that may have implications on ESG topics.

Since moving to private ownership, Nielsen has undergone several key changes as a company, including organizational realignment into three business units beginning in 2023: Audience measurement, Gracenote and Analytics Portfolio.

## Management of ESG issues

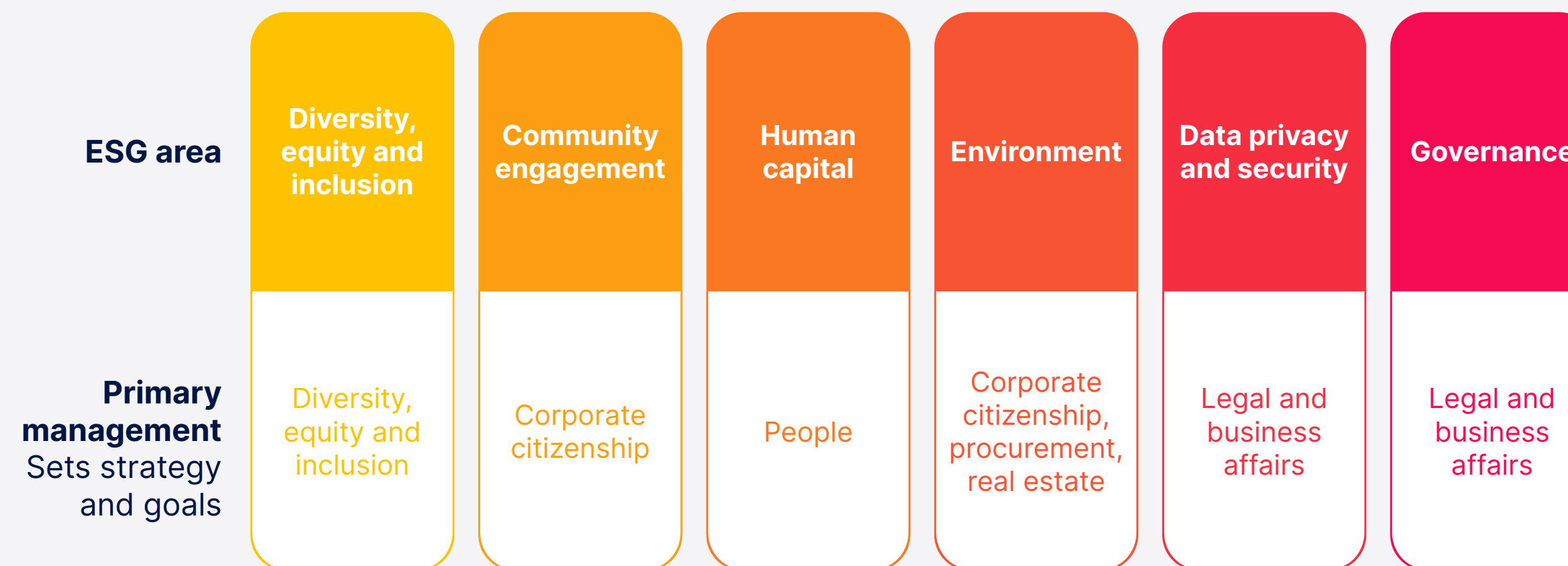
As part of our mission to power a better media future for all people, we strive every day to engage our people, processes, data and technology to make Nielsen a more responsible company and to enable a more equitable world, where everyone is included and everyone counts. We are committed to strengthening the communities and markets in which we live and operate our business, recognizing how important these efforts are to ensure a more equitable and sustainable future. This commitment is supported and expressed at all levels of our organization.

Our ESG strategy encompasses the most important factors that affect our business, operations and internal and external stakeholders. While it is the responsibility of all teams within Nielsen to consider relevant ESG impacts in their everyday work, we aim to approach ESG risks and opportunities in a holistic way through our strategy, infusing these considerations into regular engagement with our Executive Committee leaders and internal working groups, as well as across functional groups and teams and other forums.



*We are committed to strengthening the communities and markets in which we live and operate our business, recognizing how important these efforts are to ensure a more equitable and sustainable future*





### Memberships in industry and advocacy associations

The following is a representative, though not exhaustive, list of associations Nielsen was a member of, or affiliated with, during the reporting period. Where appropriate and relevant to our business strategy, Nielsen may also fund research or donate pro bono data in collaboration with respected industry bodies such as these.

- Advertising Council
- Advertising Club of New York
- Advertising Research Foundation
- Alianza por el Valor Estratégico de las Marcas (AVE)
- AMAI (Mexico)
- 4A's (American Association of Advertising Agencies)
- American Chamber of Commerce to the European Union
- Americans for Tax Reform Foundation
- Asian Pacific American Institute for Congressional Studies
- Asia Video Industry Association
- Associação Brasileira de Empresas de Pesquisa
- Association of National Advertisers
- Australian Association of National Advertisers
- Boston College Center for Corporate Citizenship
- Business-Government Relations Council

- Center for Communication
- Chief Executives for Corporate Purpose
- Coalition for Innovative Media Measurement
- Conference Board
- Congressional Black Caucus Foundation
- Congressional Hispanic Caucus Institute
- Consumer Technology Association
- Deutsche TV-Plattform
- Digital Dialogue Forum
- Digital TV Group
- Entertainment Identifier Registry
- ESB Marketing Netzwerk
- European Group of Television Advertisers
- European Internet Forum
- European Sponsorship Association
- Information Technology Industry Council
- Insights Association
- Interactive Advertising Bureau
- International Advertising Association
- Japan Advertisers Association
- Japan Interactive Advertising Association
- Japan Joint Industry Committee for Digital Advertising
- Japan Marketing Research Association
- Kilts Center for Marketing, University of Chicago Booth School of Business
- Major Events International (MEI)
- Media & Entertainment Services Alliance (MESA)
- MMA Global (Mobile Marketing Association)
- Multicultural Media Correspondents Association
- Music Business Association
- NationSwell
- National Association of Broadcasters
- National Hispanic Caucus of State Legislators
- New Democrat Network
- OTT.X
- Paley Center for Media
- Responsible Business Alliance
- Responsible Labor Initiative
- TVB
- US-ASEAN Business Council
- U.S. Chamber of Commerce
- WorldDAB
- World Economic Forum



## Enterprise risk management program

Our Enterprise Risk Management (ERM) framework helps us to identify, evaluate, manage and develop mitigation plans for financial and nonfinancial risks across Nielsen. The twin goals of our ERM program are:

- To ensure that leaders are well-informed about Nielsen’s risk landscape, so they can make educated, strategic decisions that lead to sustainable growth
- To facilitate cross-functional discussion and information sharing about key risks facing Nielsen, in order to strengthen risk mitigation efforts

The framework is built to facilitate information gathering and sharing, while also promoting collaborative discussions across all levels of the company to identify and assess risks. These risk areas include, but are not limited to, Privacy, Information Security, Data Integrity, Customer Relationships, Emerging Technology, Economic Challenges and Acquisitions/Divestitures/Joint Ventures. We have identified and regularly track three risk categories that are explicitly related to ESG issues: Climate Change; Health, Safety and Human Rights; and Business Continuity.

The rapidly changing global political and economic landscape and accelerated impacts of climate change and extreme weather have amplified the importance of proactive risk management and emphasized how any crisis event can illuminate

numerous risk areas. In discussing and assessing risk, it has been even more important to ensure that stakeholders are aware of how different risks affect multiple functional areas.

In 2022, we implemented an annual risk ranking survey with leaders across the company to efficiently gather high-level information on the most relevant risks facing our business. The results of the survey are distributed to the senior leadership and our Board.

## Executive compensation and ESG

DE&I is a key part of our ESG performance and is also a formal executive responsibility. Our executives, including our Chief Executive Officer, are evaluated on key objectives that include creating a diverse and inclusive culture as part of their performance and compensation reviews. Additionally, we embed accountability across the company through DE&I objectives at the business/functional level, as well as via leadership involvement in, and sponsorship of, Business Resource Groups.

**Through our Enterprise Risk Management program, we have identified and regularly track three risk categories that are explicitly related to ESG issues:**



**Climate Change**



**Health, Safety and Human Rights**



**Business Continuity**

**Employees and all Nielsen stakeholders have access to our Speak Up secure third-party portal and international Helplines to anonymously report concerns**

## Code of Conduct, ethics and integrity

Nielsen’s business has always been based on a foundation of integrity and ethics. We empower our employees to build on this foundation by setting clear expectations through our Nielsen values of Inclusion, Courage and Growth, as well as our Code of Conduct, which was updated in 2022.

We also provide the tools and resources that employees need to operate ethically and to escalate concerns. Our Employee Relations (ER) team provides support, guidance, coaching and conflict management when needed. ER is available to assist employees in issues that require escalation, including discrimination, harassment and bullying; Code of Conduct violations; and concerns around Performance Improvement Plans.

As our company has evolved in structure in recent years, we are working to standardize employee-facing policies across our business units and locations. We continue to operate a Global Policies Governance Council, a global employee policies working group that identifies policy gaps across departments and business units, working to create greater coherence and standardization. This work helps us ensure we offer our global workforce clear guidance on policies relevant to them and consistency across different areas of the company.

Our Code of Conduct is the foundational resource to help employees understand Nielsen’s standards. The Code highlights ways employees can respond to the types of ethical dilemmas and real-life situations they may face in their day-to-day work. To support

understanding of these standards, all employees and our Board, except where prohibited by local laws, are required to certify annually to the Code.

Every Nielsen employee has a responsibility to speak up when they believe they have knowledge of wrongdoing. Employees and all Nielsen stakeholders have access to our Speak Up secure third-party portal and international Helplines to anonymously report these types of concerns, either online or via telephone in local languages.

Our Compliance and Integrity team intakes these reports of misconduct (directly or through the Helpline) and ensures that the concerns are reviewed and investigated in an impartial and timely fashion. If the report is substantiated, an assessment is made as to whether discipline is required and, if so, what level of discipline, ranging from warnings to termination. To support organizational justice, the Compliance and Integrity team analyzes data about prior outcomes, to inform disciplinary decisions.

Nielsen prohibits any form of retaliation against anyone who raises a concern or question regarding unethical conduct, violations of the Code of Conduct, company policies or the law. Any retaliation will subject the violator to appropriate disciplinary action, including possible termination.

Targeted training is provided to employees as appropriate, including on topics such as anti-corruption, protecting human rights and complying with the General Data Protection Regulation. We also provide training for employees whose roles involve greater exposure to the risk of corruption and those who can most effectively detect and prevent misconduct as a function of their day-to-day responsibilities. For example, in late 2022, we offered micro-trainings on our gift-giving, corruption and trade sanctions policies.

**Nielsen prohibits any form of retaliation against anyone who raises a concern or question regarding unethical conduct, violations of the Code of Conduct, company policies or the law**





**In April 2023, we reaffirmed our pledge to protect human rights, releasing an updated version of our Global Commitment to Human Rights**

Our formal Enterprise Risk Management process and supply-chain risk assessments include the assessment of risks related to ethics and corruption in our own operations and our suppliers' operations. Using detailed questionnaires and other outreach, our Compliance and Integrity team and Corporate Audit Staff (CAS) work together to assess and inform local business contacts across functions such as Legal and Business Affairs, Finance, Employee Relations, Human Resources, Operations and Commercial regarding anti-corruption risks and obligations. This global approach to addressing risks at the local level enables our teams to put in place new processes and procedures for operations or functions at higher risk of corruption, wherever this more tailored approach may be needed.

## Human rights

Our global commitment to respect and protect human rights across our value chain is embedded in both our Nielsen Code of Conduct and Supplier Code of Conduct. In April 2023, we reaffirmed our pledge to protect human rights, releasing an updated version of our [Global Commitment to Human Rights](#).

We have identified key high-risk groups that require more rigorous monitoring for human rights protections, including manufacturing suppliers, panelists and Nielsen employees, particularly those who work in the field. We are focused on maintaining panelists' privacy and the integrity of data reporting, including consent, and we prioritize health and safety of our field employees who regularly interact with the general public. In addition, Nielsen understands that electronics manufacturing poses greater risks of human rights and supply

chain violations than other sectors, particularly in certain geographies. To address this risk, we require our electronics manufacturing suppliers in high-risk countries to complete specific social compliance questionnaires addressing human rights and fair labor conditions at the production facility level.

Additionally, for all active suppliers, Nielsen uses an online, third-party platform, available to members of the Responsible Business Alliance (RBA), to assess conformance with the RBA Code Section A.1 about various types of forced labor. In 2022, we assessed active suppliers across the globe with this tool.

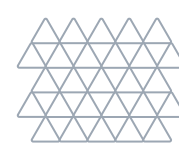
For new suppliers, we specifically solicit sustainability information during supplier registration and the RFP process. Our standard contract terms request that all suppliers abide by our [Supplier Code of Conduct](#).

Nielsen provides a virtual training video for our employees about the warning signs of modern slavery and human rights violations when working with suppliers, which is available in 20 languages. Our [Modern Slavery Statement](#) contains more information on our approach to human rights.

## Public policy engagement

Through our Public Policy and Government Relations team, Nielsen engages with elected officials, industry associations and experts on public policy to explain our products and promote the use of measurement to create thriving markets and communities. These include U.S. Census funding,

**We require our electronics manufacturing suppliers in high-risk countries to complete specific social compliance questionnaires addressing human rights and fair labor conditions at the production facility level**



**We are involved with the World Economic Forum on key issues that support a healthy media ecosystem**

diversity in media, media ownership, tax reform, privacy, e-commerce, digital advertising, TV audience measurement and more. We are involved with the World Economic Forum on key issues that support a healthy media ecosystem.

We also look for opportunities to use our platform to stand for what we understand to be the right thing for our communities, by influencing public policy on issues that help ensure every voice is heard, counted and respected. In 2022, our engagement with policymakers was focused on the following issues:

- Advocating for full funding for the U.S. Census and appropriations for the U.S. Census Bureau
- Advocating in favor of federal privacy legislation
- Advocating for diversity in technology and media
- Advocating for a competitive media marketplace
- Advocating for Deferred Action for Childhood Arrivals (DACA)
- Advocating for tax provisions affecting Nielsen

Nielsen does not currently use corporate funds to make direct contributions to candidates, political parties, political action committees (PACs), super PACs, political committees, 527 groups, ballot question committees or 501(c)(4) organizations, or to pay for independent expenditures. We maintain a federal PAC, which allows eligible Nielsen employees to pool their resources and support candidates whose positions are consistent with Nielsen's. Our Nielsen Code of Conduct includes a section on participating fairly and lawfully in political processes; it expressly prohibits employees from attending political events or making donations on Nielsen's behalf or using Nielsen funds.

We report U.S. political contributions through the

Federal Election Commission website. In the 2021-2022 cycle, the PAC contributed \$28,500.

See our [Public Policy page](#) for more information about our government relations work, including detailed reports on our lobbying activities and expenditures.

### **Advocating to count everyone through the U.S. Census**

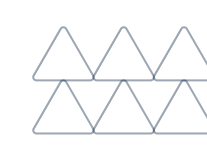
The U.S. Census is the most trusted and publicly available survey of the American population by age, gender, race, family status, living arrangement and geography. It provides the very foundation for our social and economic infrastructure policy decisions on transportation, police and fire, housing, health care, education and seats in the U.S. House of Representatives. It also has direct implications for Nielsen's ability to accurately count audiences and develop the panels we use to create the gold standard for media measurement.

In our efforts to continue to advocate for a fair and inclusive census, in 2022 we joined the Census Project, a coalition of businesses, civic and human services organizations, state and local governments and academic groups, which collectively signed a letter to members of Congress pushing for an inclusive and accurate 2030 Census and the annual American Community Survey through a number of actions, including increased funding to the Census Bureau.

**In 2022 we joined the Census Project, a coalition of businesses, civic and human services organizations, state and local governments and academic groups, to encourage an inclusive and accurate 2030 Census**



# Appendix



# Performance data tables

## Governance

Political contributions <sup>1</sup>	2019-2020 cycle	2021-2022 cycle	2022-2023 cycle	
The Nielsen Company (U.S.), LLC Federal Political Action Committee (Nielsen PAC)	\$13,000	\$28,500	\$31,100	

Lobbying expenses <sup>2</sup>	2019 <sup>3</sup>	2020 <sup>4</sup>	2021 <sup>5</sup>	2022 <sup>6</sup>
Lobbying, interest representation or similar	\$380,000	\$440,000	\$400,000	\$570,000
Trade associations	\$172,500	\$172,500	\$166,500	\$140,000

<sup>1</sup> For more information, visit the [Federal Election Commission website](#).

<sup>2</sup> Links to detailed reports of Nielsen's lobbying activities can be found at these links: [Senate Office of Public Records—lobbying reports](#); [Clerk of the House of Representatives—lobbying reports](#).

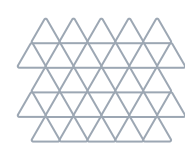
<sup>3</sup> For 2019, 20% of the \$35,000 contribution made to the U.S. Chamber of Commerce was used for lobbying. Of the \$125,000 in membership dues paid to the Information Technology Industry Council, 17.5% was attributable to lobbying. Of the \$12,500 in membership dues paid to the US-ASEAN Business Council, 1% was attributable to lobbying.

<sup>4</sup> In 2020, we contributed \$35,000 to the U.S. Chamber of Commerce, 25% of which relates to lobbying and is not tax deductible as a business expense. We also paid \$125,000 in membership dues to the Information Technology Industry Council, of which 17.5% was attributable to lobbying. We paid \$13,500 in membership dues to the US-ASEAN Business Council in 2020, of which 1% was attributable to lobbying.

<sup>5</sup> In 2021, we contributed \$35,000 to the U.S. Chamber of Commerce, 25% of which relates to lobbying and is not tax-deductible as a business expense. We also paid \$98,300 in membership dues to the Information Technology Industry Council, of which 17.5% was attributable to lobbying. We paid \$33,200 in membership dues to the Insights Association in 2021, of which 6% was attributable to lobbying.

<sup>6</sup> In 2022, we contributed \$35,000 to the U.S. Chamber of Commerce, 25% of which relates to lobbying and is not tax-deductible as a business expense. We also paid \$85,000 in membership dues to the Information Technology Industry Council, of which 17.5% was attributable to lobbying. We paid \$20,000 in membership dues to the Insights Association in 2022, of which 6% was attributable to lobbying.

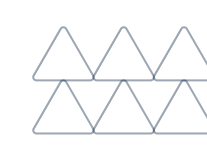




## Human capital<sup>7</sup>

Head count by type	2020	2021	2022
Total workforce	14,639	14,830	16,350
Full-time head count	13,465	13,783	15,019
Part-time head count	1,174	1,047	1,010
Temporary workers	243	219	233
Total by region			
Americas	7,887	7,389	7,950
Americas %	53.9%	49.8%	48.6%
Asia Pacific, Middle East and Africa	4,207	4,541	5,030
Asia Pacific, Middle East and Africa %	28.7%	30.6%	30.8%
Europe	2,545	2,900	3,370
Europe %	17.4%	19.6%	20.6%

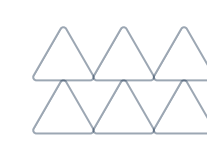
<sup>7</sup> Workforce data is reported for 2020 (Nielsen only) and 2021 for comparability. Historic data that includes data prior to the sale of NielsenIQ can be found in our 2021 Interim Responsibility Report and previous Global Responsibility Reports. 2021 data reflects Nielsen's workforce as of December 31, 2021, with data pulled as of February 17, 2022. 2022 data reflects Nielsen's workforce as of December 31, 2022, with data pulled as of January 9, 2023.



## Human capital

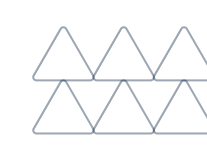
Diversity by gender, age and race/ethnicity	2020	2021	2022
Total workforce by gender			
Female	6,247	6,496	7,216
Female %	42.7%	43.8%	44.1%
Male	8,372	8,334	9,134
Male %	57.2%	56.2%	55.9%
Unknown	20	—	—
Unknown %	0.1%	—	—
Total workforce by age			
Under 30 years	27.8%	28.0%	27.8%
30-50 years	53.4%	52.9%	54.5%
Over 50 years	18.8%	19.1%	17.7%





## Human capital

Diversity by gender, age and race/ethnicity	2020	2021	2022
U.S. diversity			
Total U.S. workforce	6,783	6,191	6,679
Total diverse U.S. workforce	2,919	2,669	2,952
Total diverse %	43.0%	43.1%	44.2%
Diverse female %	47.3%	50.1%	48.9%
Diverse male %	52.3%	49.9%	51.1%
Black	8.6%	9.5%	9.9%
Asian	12.6%	12.7%	12.2%
Latino	18.2%	17.8%	18.2%
White	57.0%	56.9%	55.8%
All other	3.7%	3.2%	3.9%
Diverse females as % of total U.S. head count	20.4%	21.9%	21.6%



## Human capital

Diversity by gender, age and race/ethnicity	2020	2021	2022
Executive (C-suite) diversity			
Diverse % (U.S.)	40.0%	33.0%	25.0%
Female %	50.0%	50.0%	44.4%
Senior management diversity			
Diverse % (U.S.)	24.7%	26.4%	27.1%
Female %	37.9%	41.5%	40.9%
Additional gender diversity			
% women in revenue-generating management	48.1%	50.6%	57.1%
% women in junior management	40.1%	41.0%	41.2%
% women in entry-level positions	44.1%	45.0%	45.4%
% women in enterprise IT and engineering	20.4%	21.0%	21.7%





## Human capital

Exits and turnover rate by gender	2020	2021	2022
Female %	20.2%	30.9%	25.4%
Male %	22.0%	24.2%	20.5%
Absolute turnover rate <sup>8</sup>	21.0%	26.4%	21.2%
Voluntary turnover rate	14.9%	18.5%	18.5%
Involuntary turnover rate	6.1%	5.2%	2.7%

<sup>8</sup> Absolute turnover rate includes voluntary and involuntary exits during the time period divided by average head count during the time period.  
Percentages may not sum to 100 due to rounding.

Promotions, new hires and retention	2020	2021	2022
Promotions			
% of promotions that were women	47.0%	44.6%	43.0%
% of women promoted	4.3%	12.2%	8.9%
% of men promoted	3.6%	11.6%	9.3%
New hires			
Total number of new employee hires	421	3,936	4,325
% of new hires that were women	47.3%	52.6%	51.3%
Female turnover			
% of overall exits	40.8%	49.6%	48.6%
Retention rate	89.2%	79.5%	77.2%



## Supply chain

Business diversity spend	2018	2019	2020	2021	2022
Overall (Tier 1 and 2) spent with diverse firms (women-owned, minority-owned, veteran-owned, LGBT-owned or disabled-owned businesses)	\$98M	\$111M	\$118M	\$104M	\$90M
% of U.S. sourceable spend	9%	8%	10%	15%	15%

Supply chain ESG	2018	2019	2020	2021	2022
Tier 1 suppliers undergoing sustainability assessments	101	103 <sup>9</sup>	106	108	148
% managed spend	–	90%	90%	87%	77%

<sup>9</sup> Includes 100% of high-risk suppliers.





## Social/communities

	2019	2020	2021	2022
<b>Community investment</b>				
Corporate contributions (including pro bono and in-kind value, as well as corporate cash contributions)	\$25,421,145	\$26,581,095	\$26,141,898	\$22,153,204
<b>Employee volunteering</b>				
Overall hours logged	132,000 <sup>10</sup>	5,150 <sup>11</sup>	14,500	21,330
<b>Nielsen Foundation</b>				
Grants in \$	\$1,710,300	\$2,179,240	\$1,971,456	\$2,054,106
Grants in # of organizations	56	64	49	53

<sup>10</sup>Data includes employee hours logged by employees of Nielsen Global Connect, prior to its sale in 2021.

<sup>11</sup>Nielsen was unable to hold its annual day of service, Nielsen Global Impact Day, in 2020, due to the COVID-19 pandemic. These hours reflect what employees logged in our optional volunteer tracking software, but do not reflect the full scope of volunteering across Nielsen employees.

# Environment

## Scope 1 GHG emissions

	2021	2022
Absolute emissions (metric tons CO <sub>2</sub> e)	13,637.09	13,251.71
Intensity (metric tons CO <sub>2</sub> e/sq. ft.)	0.006	0.006

## Scope 1 GHG emissions by gas (tonnes)

	2021	2022
Carbon dioxide (CO <sub>2</sub> )	11,333,640.58	13,226,596.66
Methane (CH <sub>4</sub> )	268,269.10	226,438.01
Nitrous oxide (N <sub>2</sub> O)	102,347.27	68,145.32

### General footnotes

- Facility-based data represents 100% of Nielsen's global footprint for that reporting year.
- All environmental data have been verified by an external third party, Apex Companies, LLC. The limited assurance letters are included in the [Environmental data; Methodology and verification](#) section of this report. *Note: the verification used a materiality threshold of 5% for aggregate errors in sampled data for each of the indicators.*
- We collect and report GHG emissions data according to the [Greenhouse Gas Protocol Corporate Accounting and Reporting Standard](#). See [Environmental data; Methodology and verification](#) for more information.
- 2022 performance tables
  - Data represents Jan 1, 2022 - Dec 31, 2022.
  - Nielsen's global facility footprint = 2,043,267 sq. ft.
- 2021 performance tables
  - Data represents Jan 1, 2021 - Dec 31, 2021.
  - Nielsen's global facility footprint = 2,205,183 sq. ft.





## Scope 2 GHG emissions

Location-based	2021	2022
Absolute emissions (metric tons CO <sub>2</sub> e)	19,697.88	16,830.88
Intensity (metric tons CO <sub>2</sub> e/sq. ft.)	0.009	0.008
Market-based		
Absolute emissions (metric tons CO <sub>2</sub> e)	20,442.73	17,121.74
Intensity (metric tons CO <sub>2</sub> e/sq. ft.)	0.009	0.008

## Scope 2 GHG emissions by gas

Location-based (tonnes)	2021	2022
Carbon dioxide (CO <sub>2</sub> )	19,635.83	11,670.32
Methane (CH <sub>4</sub> )	5.72	7.10
Nitrous oxide (N <sub>2</sub> O)	29.33	46.14
Market-based (tonnes)		
Carbon dioxide (CO <sub>2</sub> )	20,442.73	17,108.09
Methane (CH <sub>4</sub> )	2.68	10.43
Nitrous oxide (N <sub>2</sub> O)	17.70	72.79



## Scope 1 + Scope 2 GHG emissions intensity (metric tons CO<sub>2</sub>e/sq.ft.)

	2021	2022
Location-based Scope 1 + Scope 2 emission intensity	0.015	0.015
Market-based Scope 1 + Scope 2 emission intensity	0.015	0.015

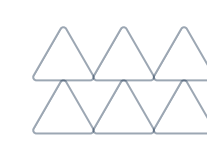
<sup>12</sup> As part of Scope 3 GHG emissions reporting, Nielsen internally collects data and measures our waste, business travel and employee commuting data annually.

## Scope 3 GHG emissions

2022<sup>12</sup>

Category	Emissions (tCO <sub>2</sub> e)	Evaluation status
5. Waste generated in operations	1,967.35	Relevant, calculated
6. Business travel	1,858.26	Relevant, calculated
7. Employee commuting	132.00	Relevant, calculated





## 2021, 15-category assessment<sup>13</sup>

Category	Emissions (tCO <sub>2</sub> e)	Contribution %	Evaluation status <sup>14</sup>
1. Purchased goods and services	62,824	60%	Relevant, calculated
2. Capital goods	14,119	14%	Relevant, calculated
3. Fuel and energy-related activities	7,668	7%	Relevant, calculated
4. Upstream transportation and distribution	4,486	4%	Relevant, calculated
5. Waste generated in operations	349	0%	Not relevant, calculated
6. Business travel	1,136	1%	Relevant, calculated
7. Employee commuting	700	1%	Not relevant, calculated
8. Upstream leased assets	12,641	12%	Relevant, calculated
9. Downstream transportation and distribution		0%	Not relevant, not calculated
10. Processing of sold products		0%	Not relevant, not calculated
11. Use of sold products		0%	Not relevant, not calculated
12. End-of-life treatment of sold products		0%	Not relevant, not calculated
13. Downstream leased assets		0%	Not relevant, not calculated
14. Franchises		0%	Not relevant, not calculated
15. Investment		0%	Not relevant, not calculated
<b>Total</b>	<b>103,924</b>		

<sup>13</sup>Nielsen's 2021 Scope 3 comes from a complete 2021 supply-chain assessment done in engagement with a third-party expert. The team evaluated the relevance of each of the 15 categories for Nielsen, and calculated the final 2021 Scope 3 emissions. 2021 Scope 3 data has not been verified by an external third-party.

<sup>14</sup>The evaluation status threshold is set at 1% of Scope 3 emissions.



## Energy use

Electricity consumption (kWh)	2021	2022
Absolute consumption	48,795,847.91	40,598,373.84
Intensity (kWh/sq. ft.)	22.128	19.869
Fuel consumption (MWh)	2022	
Diesel	627.55	281.98
Natural gas	12,720.53	10,658.14

<sup>15</sup> Our reported waste metrics consist primarily of landfill waste, excluding composting and recycling. Nielsen continues to look at the local and regional infrastructure available to us to establish responsible waste management (such as setting up and/or properly separating different waste streams) in our global offices. However, for data collection and reporting purposes, all waste is assumed to be landfill in locations where recycling and/or composting are not yet set up or clearly separated.

## Waste generation<sup>15</sup>

	2021	2022
Absolute generation (short tons)	4,186.74	5,507.33
Intensity (short tons/sq. ft.)	0.002	0.003

## Water consumption<sup>16</sup>

	2021	2022
Absolute consumption (cubic meters)	113,677.17	92,380.03
Intensity (cubic meters/sq. ft.)	0.052	0.045

<sup>16</sup> While water has not emerged as a significant material area in terms of our direct operations through our ESG key issues assessment, we recognize that access to potable water is a societal issue and a fundamental human right for everyone. With this in mind, we strive to minimize the impact of our daily operations on the availability of water resources.



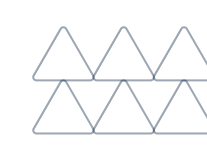


## 2023 SASB Standards Index

The [Sustainability Accounting Standards Board \(SASB\) Standards](#) overseen by the [Value Reporting Foundation](#) guide the disclosure of financially material sustainability information by companies to their investors. SASB has developed industry-specific reporting recommendations, including accounting and activity metrics, to guide businesses' public reporting.

This index includes our responses to SASB's reporting recommendations for Professional Commercial Services, Nielsen's industry classification according to SASB's Sustainable Industry Classification System®. SASB has identified three topics as most material to our industry—data security, workforce diversity and engagement and professional integrity—as well as specific quantitative and qualitative indicators for each topic.

Topic	Code	Accounting metric	Response
<b>Data Security</b>	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	<p>Nielsen is committed to protecting the security of all client and consumer information. Our Cybersecurity program is grounded in internationally recognized data protection principles, and we use a variety of security technologies and procedures to protect client and consumer information. We deploy and utilize innovative custom-built and commercial solutions at a global scale. Nielsen's Cybersecurity program aligns with the National Institute of Standards and Technology's Cyber Security Framework (NIST CSF), which includes five core functions: identify, protect, detect, respond and recover.</p> <p><b>Identifying data security threats and vulnerabilities:</b> We use a threat and vulnerability management and penetration testing program to detect new vulnerabilities and help assign priority to remediation. This program leverages a combination of appliance-based and software agent-based scanners to detect vulnerabilities across our operations. Where possible, we integrate tools for automation and to facilitate CI/CD (Continuous Integration/Continuous Delivery) processes. We have defined remediation periods based on the severity of the findings, which in turn drives the prioritization and implementation of remediation actions.</p> <p>Nielsen contracts with leading security firms to provide penetration testing services for identified high-risk applications. Additionally, it conducts internal penetration tests to supplement third-party tests and to meet internal or client requirements. We operate a 24/7 Cybersecurity Operations Center, which includes threat defense operations and threat intelligence to detect and respond to malicious behavior and to identify incidents through monitoring, alerts and analysis of network activity, as well as through cyberintelligence findings. We continue to invest in technology, alerting capabilities and enhanced processes to assist us in staying on top of threats facing our environment. Continuous improvement capabilities include periodic Red and Purple team exercises, and incident response tabletop exercises.</p>



Topic	Code	Accounting metric	Response
<b>Data Security</b>	SV-PS-230a.1	Description of approach to identifying and addressing data security risks <i>(continued)</i>	<p><b>Policies and governance:</b> Nielsen uses a principles-based approach to deliver specific control areas in the Nielsen Acceptable Use Policy, Cybersecurity Policy and Cybersecurity Standards. Combined, these policies and standards define the minimum set of controls that are necessary to uphold the company’s reputation and protect sensitive information. The Acceptable Use Policy, Cybersecurity Standards and Cybersecurity Policy are reviewed annually to ensure appropriate controls and implementation across the company. The controls within the Acceptable Use Policy are tiered, to ensure that appropriate protection is provided for every level of information classification. Nielsen’s information classifications are: public, proprietary, confidential and confidential-restricted.</p> <p>Governance for these policies includes:</p> <ul style="list-style-type: none"> <li>• Oversight from the Corporate Policy Governance Council</li> <li>• Review directed by Cybersecurity Governance</li> <li>• Approval from the Chief Information Security Officer</li> <li>• Publication and translation into multiple languages</li> <li>• Emergency releases as required</li> </ul> <p>We have a defined exception process in place for deviation from data security controls. The process requires a review of business justifications and impact, while considering additional or alternative mitigating controls, before approval is considered.</p> <p><b>Risk management:</b> The Cybersecurity team focuses on identifying cybersecurity risks throughout business streams, educating business owners about risks and providing consultation on requirements for alternative mitigations. Control attestations are completed to determine how implementation has occurred across specific services, products or business processes. The Cybersecurity team maintains a constant feedback loop with our Chief Legal and Business Affairs Officer and other members of our senior leadership team on our cybersecurity risk. We also undertake additional risk management procedures in the following special circumstances:</p> <ul style="list-style-type: none"> <li>• <i>Contracts:</i> In coordination with Legal, the Cybersecurity team regularly reviews and provides recommended information security language for client and third-party contracts, to include specific security-control requirements where applicable, specialized reporting and response procedures in the event of an incident, self-certification procedures and audit rights definitions.</li> <li>• <i>New product development:</i> The Cybersecurity team employs engineers and security architects who work side by side with infrastructure, networking and application development teams, to embed security in the design of new products that are either purchased or built in-house. This coordinated approach allows teams to identify risks more easily, based on the capabilities, features and use cases of the new products brought into our secure environment.</li> </ul>



Topic	Code	Accounting metric	Response
Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks <i>(continued)</i>	<ul style="list-style-type: none"> <li><b>Acquisitions and divestitures:</b> The Cybersecurity team engages with acquisitions and divestitures to ensure that security is established or maintained throughout these transactions. The acquisition and divestiture processes include due diligence measures, integration requirements and other processes that ensure compliance with the Nielsen Cybersecurity Policy and Standards. Joint ventures whose technology is hosted by Nielsen fall under our cybersecurity program and practices.</li> </ul> <p><b>Assessments of third parties that collect, process or store Nielsen confidential or confidential-restricted information:</b> The Cybersecurity team performs in-depth cybersecurity assessments on third-party security controls and their security technologies before allowing any data sharing to occur. Vendors are tiered according to the classification of information they are collecting, processing or storing, and reassessments are conducted on a recurring basis.</p> <p><b>Insurance:</b> Nielsen procures insurance for cybersecurity incidents, with limits applicable to the anticipated risk.</p>
	SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	We take seriously our commitment to keeping all personal and confidential data private. We follow an approach of Privacy by Design to ensure that our privacy principles—which align with globally accepted fair information practices—are embedded in the design of our products and services during the development stage. Our Global Privacy Policy addresses Nielsen’s collection, use, disclosure and retention of data about unique individuals. The policy is generally applied to all Nielsen services, processes and technologies—whether client-facing or internal—that utilize personal data, including during the development or assessment of new processes or technology, as well as by all Nielsen affiliates, subsidiaries, employees and contractors.
	SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Nielsen had no reportable data breaches in 2022.





Performance data table

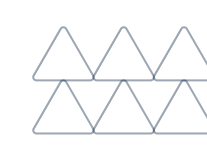
SASB report

TCFD report

Environmental data  
Methodology and verification

Topic	Code	Accounting metric	Response			
Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Diversity metric	2020	2021	2022
			Full-time head count by gender	Male – 7,974 (59.2%) Female – 5,475 (40.7%) Unknown – 16 (0.1%)	Male – 7,963 (57.8%) Female – 5,820 (42.2%)	Male – 8,563 (57.0%) Female – 6,456 (43.0%)
			% diversity in U.S. head count	Diverse - 2,919 (43.0%) White - 3,864 (57.0%)	Diverse – 2,669 (43.1%) White – 3,522 (56.9%)	Diverse – 2,952 (44.2%) White – 3,727 (55.8%)
			Racial/ethnic representation at executive (C-suite) level	40.0%	33.0%	25.0%
			Racial/ethnic representation at management level	24.7%	26.4%	27.1%
			% women in total head count	42.7%	43.8%	44.3%
			% women in executive (C-suite) head count	50.0%	50.0%	44.4%
			% women in top management head count (maximum 2 levels from CEO)	53.6%	51.0%	54.0%
			% women in management head count	37.9%	41.5%	40.9%
			Number of women named executive officers	2 – Chief Financial Officer, Chief People Officer	2 – Chief Financial Officer, Chief People Officer	N/A (Nielsen no longer identifies named executive officers, as a private company.)

Workforce data is reported for 2020 (Nielsen only) and 2021 for comparability. Percentages may not sum to 100 due to rounding. 2022 data is year-end data for Dec. 31, 2022, pulled as of January 9, 2023.



Topic	Code	Accounting metric	Response																
	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	<table border="1"> <thead> <tr> <th>Turnover metric</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Absolute turnover rate</td> <td>21.0%</td> <td>26.4%</td> <td>21.2%</td> </tr> <tr> <td>Voluntary turnover rate</td> <td>14.9%</td> <td>18.5%</td> <td>18.5%</td> </tr> <tr> <td>Involuntary turnover rate</td> <td>6.1%</td> <td>5.2%</td> <td>2.7%</td> </tr> </tbody> </table> <p>Percentages may not sum to 100 due to rounding. Absolute turnover rate includes voluntary and involuntary exits divided by average head count. 2022 data is year-end data for December 31, 2022, pulled as of January 9, 2023.</p>	Turnover metric	2020	2021	2022	Absolute turnover rate	21.0%	26.4%	21.2%	Voluntary turnover rate	14.9%	18.5%	18.5%	Involuntary turnover rate	6.1%	5.2%	2.7%
Turnover metric	2020	2021	2022																
Absolute turnover rate	21.0%	26.4%	21.2%																
Voluntary turnover rate	14.9%	18.5%	18.5%																
Involuntary turnover rate	6.1%	5.2%	2.7%																
	SV-PS-330a.3	Employee engagement as a percentage	<p>Employee engagement—the emotional and psychological connection our employees feel to their workplace and the work we do—is central to both individual and business success. We are committed to strengthening employee engagement through our Growth Culture and our values (Inclusion, Courage and Growth), which are at the core of who we are at Nielsen. Employee engagement is a key strategic priority because of the critical role our people play in fulfilling our mission to power the future of media.</p> <p>We engage employees through:</p> <ul style="list-style-type: none"> <li>• Regular employee/manager one-on-ones;</li> <li>• A learning experience platform, myLearning, powered by Degreed</li> <li>• Business Resource Groups (BRGs)</li> <li>• Transition programs to support our people as they onboard to Nielsen, as well as evolve and grow in their careers with us; examples include our internships, conversion from intern to full-time, new managers and executive onboarding programs</li> <li>• Corporate Citizenship calls to action like Nielsen Global Impact Day and Earth Day</li> <li>• Regular town hall meetings that encourage dialogue between leaders and employees</li> <li>• Pulse surveys for global and local leaders to hear from our employees and plan specific actions based on their feedback</li> <li>• Google Space channels, which enable employees to connect on a variety of topics, including career growth, learning and development, Diversity, Equity &amp; Inclusion (DE&amp;I) and business strategy, as well as to pose questions directly to our CEO and senior management</li> </ul> <p>We continue to prioritize our employee engagement and support efforts, which help employees address their unique challenges. This includes providing additional virtual resources, support for remote workers and enhanced mental health support.</p>																



Topic	Code	Accounting metric	Response
	SV-PS-330a.3	Employee engagement as a percentage <i>(continued)</i>	<p>Once employees are at Nielsen, we have an “always on” employee listening and continuous feedback strategy with a new tool we launched in 2021, designed to enhance our employee engagement, experience and overall culture. Our employee listening strategy is part of our effort to constantly improve the Nielsen employee experience. By proactively engaging with our people across all functions and geographies to identify both successes and shortfalls, we believe we can build a better Nielsen—together.</p> <p>We also regularly deploy confidential surveys through an employee listening platform to measure progress on our employee engagement and culture goals, and to better understand the Nielsen employee experience. This is reviewed at a company, business unit and regional level to identify key themes and inspire action planning. These include:</p> <ul style="list-style-type: none"> <li>• Periodic pulse surveys of all employees</li> <li>• Surveys of our new joiners to understand their experience at key milestones during their onboarding; and</li> <li>• Exit surveys to understand the views of our departing employees</li> </ul> <p>Our pulse surveys, which are available in multiple languages, include questions that tie to measurable performance outcomes proven to demonstrate effective employee engagement, including a focus on our Employee Net Promoter Score (eNPS). We share detailed survey results with senior leaders and managers, and overall performance with all employees in our company newsletter, global town halls and manager-led team discussions. Managers are expected to develop team-specific action plans based on their survey results, focusing on areas important to their teams where they can make meaningful progress.</p> <p>We achieved a global eNPS of 25 as of our Q4 2021 pulse survey, which falls in the “good” range according to external benchmarks. While we experienced a decline in our eNPS score in our Q1 2023 pulse survey, we have reset our target to reach 20 or above in our follow-up survey and to sustain that level in 2024 and thereafter.</p>
<b>Professional Integrity</b>	SV-PS-510a.1	Description of approach to ensuring professional integrity	<p>Our global Compliance and Integrity program is dedicated to ensuring legal and ethical behavior across Nielsen—from the C-suite through to the most junior employees all over the world. While upholding our high ethical standards is the responsibility of all our employees, functional responsibility for managing our Compliance and Integrity efforts sits with our Global Head of Compliance and Integrity within our Legal and Business Affairs team, reporting directly to our Chief Legal and Business Affairs Officer and with oversight from the Board.</p> <p>Our <u>Code of Conduct</u> is a core element of this program. The Code establishes clear expectations and guidelines for all employees, prohibiting corruption, bribery, facilitation payments, fraud, discrimination, antitrust/anti-competitive practices, money laundering, insider trading and more. It also requires associates to avoid and disclose conflicts of interest. The Code also sets forth expectations and guidelines for positive behavior, including treating everyone with respect, valuing diversity, protecting human rights and speaking up to report Code violations without fear of retaliation.</p>





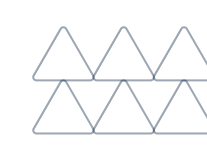
Performance data table

SASB report

TCFD report

Environmental data  
Methodology and verification

Topic	Code	Accounting metric	Response																				
Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity <i>(continued)</i>	<p>We initiated an update to Nielsen’s Code of Conduct in 2022, published in May 2022; it is available in more than 10 languages. In all jurisdictions where it is legally permissible, employees are required to complete Code of Conduct training annually and, as part of that training, they must certify their understanding of, and compliance with, the Code.</p> <p>Underlying the Code are more-detailed internal policies—for example, a Global Anti-Corruption Policy—to guide employees in their day-to-day activities. The Compliance and Integrity program coordinates the Global Policies Governance Council, a cross-functional team of stakeholders that ensure global, internal Nielsen policies are up to date and relevant for current business activity.</p> <p>The Code applies to everyone at Nielsen, including our subsidiaries and affiliates that we control. The Code also applies equally to the members of the Board, our senior officers and every employee, whether full-time, part-time or temporary. We choose to do business with other companies that follow these same principles. Nielsen suppliers are expected to know and follow the guidelines in our <a href="#">Supplier Code of Conduct</a> and in turn to hold their suppliers and subcontractors to the same high standards.</p>																				
	SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	There were no cases or fines during the reporting period as a result of legal proceedings associated with professional integrity, including negligence, malpractice, breach of contract, fraud, corruption and bribery.																				
Activity Metrics	SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	<table border="1"> <thead> <tr> <th>Employees by type</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Total head count</td> <td>14,639</td> <td>14,830</td> <td>16,350</td> </tr> <tr> <td>Full-time head count</td> <td>13,465</td> <td>13,783</td> <td>15,019</td> </tr> <tr> <td>Part-time head count</td> <td>1,174</td> <td>1,047</td> <td>1,010</td> </tr> <tr> <td>Temporary head count</td> <td>243</td> <td>219</td> <td>233</td> </tr> </tbody> </table>	Employees by type	2020	2021	2022	Total head count	14,639	14,830	16,350	Full-time head count	13,465	13,783	15,019	Part-time head count	1,174	1,047	1,010	Temporary head count	243	219	233
			Employees by type	2020	2021	2022																	
			Total head count	14,639	14,830	16,350																	
			Full-time head count	13,465	13,783	15,019																	
			Part-time head count	1,174	1,047	1,010																	
Temporary head count	243	219	233																				
Total head count includes full-time and part-time head count. Temporary head count includes consultants and interns.																							
SV-PS-000.B	Employee hours worked, percentage billable	Not applicable. We do not track employee time through a single, centralized system.																					



## Task Force on Climate-related Financial Disclosures Index

The [Task Force on Climate-related Financial Disclosures \(TCFD\)](#) is a project of the Financial Stability Board that developed disclosure recommendations to help companies provide the information that investors, lenders, insurance underwriters and others need to appropriately assess and price climate-related risks and opportunities. Nielsen has developed this index based on the TCFD's recommended disclosures, organized in order of the TCFD's four key areas of focus: governance of climate-related risks; strategy for identifying climate-related risks and opportunities; risk management; and metrics and targets.

Nielsen's 2023 ESG Report includes detail about our approach to addressing our environmental impact. This TCFD index provides an additional level of disclosure for stakeholders interested specifically in the TCFD's recommended disclosure areas. Nielsen has been included among the [TCFD's Supporters](#), and we have aligned our ESG reports since 2020 with the TCFD's recommendations.

### Disclosure

#### Governance

a) Describe the Board's oversight of climate-related risks and opportunities.

In October 2022, Nielsen was acquired by a private equity consortium led by Elliott Investment Management L.P. and Brookfield Business Partners L.P., together with its institutional partners. With the completion of the transaction, Nielsen's shares ceased trading on the New York Stock Exchange beginning October 12, 2022, marking our transition to a private company.

Following the move to private ownership, Nielsen and its controlled subsidiaries are managed by the Board of Directors (the "Board") of Neptune Parent Topco LLC, the ultimate parent entity of Nielsen. The Board, including through its Audit and Risk Committee, Compensation and Talent Committee and Executive Operating Committee, is engaged on a regular basis on ESG topics, and is otherwise involved with major long-term strategic decisions that may have implications on ESG topics.

b) Describe management's role in assessing and managing climate-related risks and opportunities.

Nielsen's formal Enterprise Risk Management (ERM) process regularly tracks three risk categories that are explicitly related to ESG issues: Climate Change; Health, Safety and Human Rights; and Business Continuity. Climate change, a stand-alone risk in this process, is reviewed by senior management, including the CEO, to address the risk, effectively respond to it and identify ongoing opportunities for the business.



## Strategy

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.

### Climate risk assessment

Building on our [climate risk assessment](#) in 2018, in early 2022, we engaged a third-party expert to focus our efforts on the physical and transitional risks we may be exposed to across our global footprint.

The climate change risk assessment details the impacts of physical risks—focusing on the potential impact of extreme weather events and sea level rise to our physical assets and operations—and transition risks—covering potential regulatory pressures and reputational risks. The assessment reviewed three climate scenarios aligned with the Shared Socioeconomic Pathways (SSP):

- **SSP1-2.6**—Aggressive action scenario resulting in holding temperatures to an average 1.5°C increase as a result of immediate and aggressive action to limit greenhouse gas (GHG) emissions
- **SSP2-4.5**—Delayed action scenario resulting in holding temperatures to an average 2°C increase.
- **SSP5-8.5** (referred to as “business as usual”)—Scenario anticipating that GHG emissions will continue to increase at the current rate, resulting in at least a 3.5°C average temperature increase

Varying degrees of average global temperature rise were looked at:

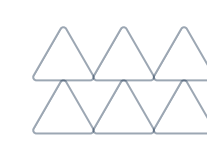
- **Transition risks**—Focused on all three scenarios for their impact across three time periods of 2030, 2040 and 2050
- **Physical risks**—Focused on the two scenarios likely to cause larger impacts to physical assets, namely SSP2-4.5 and SSP5-8.5. Timescales for projections focused on two main horizons, the 2030s (the period of 2020–2040) and 2050s (the period of 2040–2060)

The **physical risk assessment** used a heat map approach to review potential climate change impacts in the distinct global regions in which we operate. Looking at the “Likelihood” and “Consequence” of the risk, current and future physical climate change impacts—namely, extreme heat, extreme cold, flooding, drought, tropical cyclones, sea level rise, and warming average temperatures—were given a risk rating and ranked as a “low,” “medium” or “high” risk to Nielsen in each region.

The risks were evaluated against four consequence criteria represented by the following categories:

- **Reputational:** Its impact on Nielsen’s ability to deliver core services and conduct business
- **Asset integrity:** The possible damage to assets and data storage that Nielsen depends on to deliver services and conduct business
- **Financial:** Financial costs incurred due to exposure to climate hazards
- **Health and safety:** Impact on employee and panelist health and safety





## Strategy

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term. *(continued)*

Under a “business as usual” (SSP5-8.5) scenario that anticipates at least a 3.5°C temperature increase, flooding, tropical cyclones and sea level rise are the most prevalent risks for Nielsen assets in the regions where we operate. For most regions linked to these issues, the risk is ranked as “medium” at present, with “high” in future projections for the 2050s period. Extreme heat and drought were also found to be “medium” or “high” risks in the future, but are less prevalent.

**Examples of physical risk mitigation measures and opportunities identified include:**

*Extreme heat, increasing average temperature and drought:*

- Provide training and awareness for field staff on how to stay safe in extreme heat
- Ensure locations and operations have business continuity plans
- Ensure access to clean water for staff operating in the field

*Tropical cyclones/hurricanes, sea level rise and flooding:*

- Consider locations in less hurricane-prone regions and areas less likely to be impacted by flooding or future sea level rise
- Continue to move critical operations to less impacted locations and/or use third-party data centers
- Create efficient at-home setups for employees in high-risk areas
- Consider proximity of real estate to flood zones and sea level rise projections when renewing leases

The **transition risk assessment** considered the impact of potential current and future risks associated with the shift toward a lower-carbon economy. The transition risks studied were categorized as the following:

- **Policy and legal:** Impact of current and emerging regulations; carbon pricing mechanisms; enhanced reporting obligations; mandate on, and regulation of, existing products and services
- **Technology:** Potential risk from substitution of existing products/services with lower emission options; cost to transition to lower emission technology
- **Market:** Impact of changing customer behavior; uncertainty in market signals; inability to attract investors due to uncertain climate-related risks; increased cost of raw materials/services
- **Reputational:** Response to increased stakeholder concern or negative shareholder feedback; stigmatization of sector; negative press coverage

The majority of risks studied under the transitional risk assessment were found to have a “low” or “negligible” financial impact on Nielsen. However, reputational risks related to climate impacts were found to have a “medium” or “high” impact in the 2040 to 2050 time frame.



Strategy

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term. *(continued)*

**Examples of transitional risk mitigation measures and opportunities identified include:**

- Decarbonization strategies, including but not limited to use of renewable fuels, efficiencies in technology such as workstations and laptops, a greener fleet, remote workforce and cloud-based services
- Potential to incorporate the cost of carbon in the return on investment for energy efficiency
- Continued responsible sourcing and vetting of vendors
- Thought leadership, using data to help clients understand consumer perspectives on climate change/sustainability-related content and advertising
- Investigate setting targets and/or commitments to net zero

Our approach, practices and considerations in managing energy and emissions across Nielsen functions is described in our [Nielsen environmental policy and guidelines](#). We do not currently use an internal price on carbon, but have included carbon pricing in our latest climate change risk-related scenario analyses, and we will continue to evaluate whether or how Nielsen may use this practice in the future.

Just as Nielsen has put more focus on environmental, social and governance issues in recent years, so have our clients. More companies seek to make their operations—and their products and services—increasingly sustainable and responsible. At Nielsen, we continue to look for new ways that we can use our unique measurement capabilities to create data-driven insights on the market potential of sustainable brands and products. We conduct and publish research for our clients about perceptions, issues and concerns relating to ESG topics, particularly Diversity, Equity & Inclusion (DE&I), as we work to power a better media future for all people. We also share key insights with the broader public about consumer trends and new innovations in the industries we support via [Nielsen Insights](#).

b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.

The findings from our updated 2022 climate risk assessment are being considered across our business, and continue to guide any necessary changes in strategy, approach and implementation of responsive policies and actions.

Following our climate risk assessments, we focus on improvements and mitigation actions across Nielsen areas, and continue to consider how to adjust our approach as we move forward. Listed below are some ways we have incorporated the findings from our risk assessments:

- Using the findings to continue guiding the risk discussion in our Enterprise Risk Management (ERM) process. Climate Change is a stand-alone risk category in our ERM process, so it is a fundamental part of the business-level risk assessments conducted by our global operational leads.
- Incorporating the heat map from the physical risk findings into our real estate-related plans, to inform our understanding of relevant risks associated with our current facilities and potential risks with new or updated real estate considerations.
- Identifying synergies with Nielsen’s business resiliency plans, focusing on risk mitigation across locations, where needed.
- Continuing to understand the carbon risk-adjusted pricing through these risk assessments, to incorporate consideration of present and potential future climate-related risks in return on investment.



Strategy

b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning. *(continued)*

- Keeping the efforts going for a responsible footprint, reducing our global emissions, investigating green technology and other solutions, including a corporate supply chain assessment to evaluate the relevance and impact for Nielsen of each of the 15 emissions categories within Scope 3 ([Scope 3 data can be found in the Performance data tables of this report](#)). The results of our most recent supply chain assessment, completed early 2022, are being considered for future updates to our energy, waste and travel-related approach, as well as our consideration of science-based emissions targets.

See [Nielsen environmental policy & guidelines](#) for more on how we manage climate change-related issues.

c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

**Adaptation to climate change**

We recognize that our people, suppliers, facilities and product lines are all in some way impacted by climate change, requiring us to adapt and mitigate impacts. Climate change adaptation efforts, along with other business continuity efforts, are considered a part of our Business Continuity and Disaster Recovery Program, which includes business continuity, disaster recovery and crisis management processes. Our Business Continuity and Disaster Recovery works with mission-critical platforms to ensure that whenever any kind of incident occurs—including weather, civil unrest and climate-related incidents—our platforms continue to function, or are able to recover as quickly as possible. The Business Continuity and Disaster Recovery team uses tools such as risk assessments to understand the potential effect of risks specific to a team, platform or organization, and to plan mitigation steps for minimizing the impact of those risks. The team also employs business impact analysis to look at the key processes that take place within a platform or organization. This includes an Application Impact Assessment in which the technical team is provided with a list of critical applications identified by the business, and have the team define the current capabilities to restore it. If there are any negative gaps identified, such as when the capability is longer than the business requirement, the Business Continuity and Disaster Recovery team includes it in their planning and informs management. These exercises help ensure that our strategies in these areas are comprehensive and coordinated. The team also ensures that the plans that support our mission-critical platforms/products are updated, approved and validated on an annual basis. In addition, this team works with other teams across the organization, including People, Communications, Corporate Citizenship and others, to ensure we are all coordinated in our ongoing preparation and incident response plans. To that end, our Crisis Management team is on point when a disaster does occur, to ensure that the right teams are taking action as needed.

The findings from our 2022 climate risk assessment further highlight our identification, adaptation and mitigation efforts across our global footprint and operations.

Our updated physical risk assessment found that, for all three climate scenarios studied, the majority of potential risks were classified as “low.” For all scenarios, the number of risks classified as “high” increased in the 2050s timeline. Overall, the large number of low and moderate risks is reflective of the resiliency of Nielsen’s physical assets. This is a direct result of the global nature of the company and the leasing of Nielsen’s footprint. The highest overall risks with asset integrity, health and safety and financial implications are related to tropical cyclones, which are relatively rare events.

The transition risk assessment found the potential cost of carbon impacts both direct operations and the supply chain. In addition, the changing stakeholder and consumer expectations of our company could potentially be a higher risk in the future.





## Strategy

c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. *(continued)*

Using some of the following assumptions and rationale for the carbon pricing model, the assessment looked at the annual carbon cost associated with our direct operations and supply chain across the scenarios and time frames:

- Organisation for Economic Co-operation and Development (OECD) countries and non-OECD countries had different carbon pricing.
- SSP5-8.5 carbon pricing was set at zero for all time frames across both OECD and non-OECD countries.
- Non-OECD countries’ SSP2-4.5 pricing is based on expectations of an initial \$4 per metric tonne (USD) price of carbon, rising to \$25 (USD) per metric tonne in 2030. Medium-term pricing is extrapolated to 2050 based on 2022 and 2030 predictions.
- SSP2-4.5 costing under SSP2-4.5 followed the CDP scenario of \$140 (USD) per metric tonne in 2040; costs were extrapolated to determine carbon pricing for relevant years through 2050.
- SSP1-2.6 carbon pricing was four times the cost of SSP2-4.5 across all time frames and country status.

Reputational risks included potential impacts of negative stakeholder perceptions and the costs associated with the risk, which would be highest in the 2050 time frame.

**Scope 3:** In addition, with an updated Scope 3 supply chain assessment, we continue to build on a comprehensive understanding of our overall footprint, which is vital to the science-based emissions target model that we continue to investigate.

**Enterprise Risk Management (ERM):** Climate Change is also a stand-alone risk in Nielsen’s formal ERM process, so it is a fundamental part of the business-level risk assessments conducted by our global operational leads.

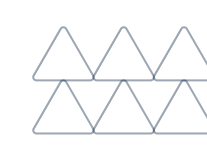
## Risk Management

a) Describe the organization’s processes for identifying and assessing climate-related risks.

Nielsen recognizes both the imperative reality of climate change and the opportunities for increased efficiency and effectiveness that it presents. We are working with teams and leaders across our organization to continue to ensure that climate change risks and opportunities are integrated into our business strategy and that we are taking meaningful action to drive continuous improvements where needed.

The process of identifying, assessing and managing climate-related issues is integrated into our overall, company-wide Enterprise Risk Management (ERM) process. Climate change was added as a stand-alone ERM risk in early 2018, and includes adverse financial, strategic or operational impacts as a result of—among other risks—an inability to provide climate-focused solutions to address the needs of businesses in a world impacted by environmental change.

Our ERM framework brings in a range of different perspectives across Nielsen to help identify, evaluate and manage financial and nonfinancial risks related to climate change and our other ERM risks.



## Risk Management

a) Describe the organization's processes for identifying and assessing climate-related risks. *(continued)*

Through our climate risk assessments, we consider a range of climate-related risks, including but not limited to: current and emerging regulations; technological, legal, market-based and reputational risks; acute and chronic physical risks; and both downstream and upstream impacts. Climate-related risks are monitored on an ongoing basis by teams.

Our latest global climate risk assessment, conducted in 2022, looked into both the physical and transition-related risks of climate change on our business and operations through 2050. We have since been working to integrate the results of this assessment across relevant functions of our business. This built upon the previous climate risk assessment in [2018](#).

Also in early 2022, we conducted an update of our [Scope 3 emissions](#) assessment to better understand the climate-related risks and impacts in our supply chain. This built upon the previous value chain assessment in [2019](#).

Working with a third-party expert, our updated value chain assessment determined the relevance of each of the 15 Scope 3 categories and estimated the GHG emissions of those identified as material to Nielsen operations. The methodology was based on an Environmentally Extended Input-Output (EEI-O) model, along with primary data, where available, for selected upstream and downstream impact categories. Primary data used in the analysis included, but was not limited to, supplier spend, energy consumption, business travel, employee head count and an employee commuting survey. The final analysis has provided a comprehensive view into emissions sources in our supply chain. The results of this updated assessment support our ongoing work on climate change mitigation, including investigating setting long-term, science-based emissions targets across the organization.

b) Describe the organization's processes for managing climate-related risks.

We manage climate-related risks in our own operations through our Enterprise Risk Management (ERM) process and through environmental practices and considerations adopted across Nielsen functions, described in our [Nielsen environmental policy & guidelines](#). Specific management efforts include preparing for, and adapting to, climate-related physical risks, including extreme weather, and reducing our own environmental footprint.

Through our climate-risk and supply chain assessments, we further create visibility and oversight of how climate-related events play out across our entire value chain, and modify our strategy and approach to best address the urgency of climate change.

c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

Climate change is considered a stand-alone risk in our formal ERM process. Our ERM framework helps us to identify, evaluate, manage and develop mitigation plans for financial and nonfinancial risks across Nielsen. The twin goals of our ERM program are to:

- Ensure that leaders are well-informed about Nielsen's risk landscape so they can make educated, strategic decisions that lead to sustainable growth
- Facilitate cross-functional discussion and information sharing about key risks facing Nielsen, in order to strengthen risk mitigation efforts

The framework is built to facilitate information gathering and sharing, while also promoting collaborative discussions across all levels of the company to identify and assess risks.



## Risk Management

c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management. *(continued)*

Following the move to private ownership, the Board, including through its Audit and Risk Committee, Compensation and Talent Committee and Executive Operating Committee, is engaged on a regular basis on ESG topics and is otherwise involved with major long-term strategic decisions that may have implications on ESG topics.

Management is accountable for day-to-day risk management efforts. The ERM program is designed to provide comprehensive, integrated oversight and management of risk and to facilitate transparent identification and reporting of key business issues to senior management.

## Metrics and Targets

a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

In addition to the metrics used in our climate risk assessment, we also assess climate-related risks by measuring our own GHG emissions footprint as well as our supply chain's GHG emissions.

b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks.

See the Performance data table section of this report for our Scope 1, Scope 2 and Scope 3 GHG emissions data. The GHG emissions data collection and measurement methodology, along with the external verification statements can be found in the Methodology and verification section of the Appendix. All our GHG emissions and resource usage data reported here, with the exception of our 2022 15 category supply chain Scope 3 assessment by a third party, have been verified by Apex Companies, LLC. *Note: the verification used a materiality threshold of 5% for aggregate errors in sampled data for each of the indicators.*

c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

Nielsen continues to review our operations to set forward-looking environmental goals and KPIs across waste, energy and travel management. In 2021, we set the following new or updated targets:

- **Energy:** By 2024, Nielsen has committed to reduce our on-premises physical server footprint to 10% of Nielsen's overall physical server footprint. *Status:* Closed 2022 with our on-premises physical server footprint at 22% of Nielsen's overall physical server footprint, representing an 78% reduction compared to the 2021 baseline
- **Travel:** By 2024, we will reduce our Business Travel spend by 25% from our 2019 pre-COVID baseline, and implement a Travel Policy that will maintain the reduced travel emissions. *Status:* 56% year-end reduction in business travel spend from our 2019 pre-COVID baseline





## Metrics and Targets

c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. *(continued)*

- **Waste:** Through 2024, we will ensure that all of Nielsen’s electronic waste managed through our global field operations team is recycled, refurbished or reused.  
*Status:* All assets/equipment recovered and processed for end-of-life disposal by our field operations were managed responsibly and were diverted from landfill, to be recycled, refurbished or reused.

We also continue tracking our ongoing travel targets:

- **Travel:** Include sustainability criteria in 100% of our major, centrally managed, global travel requests for proposals (RFPs).  
*Status:* Nielsen had a major sourcing event in 2022, where the business shifted to a new travel management company. Sustainability criteria was integrated into the sourcing and hiring process for this vendor. Also, sustainability language is included in our Master RFP template as a standard operating procedure.
- **Travel:** Engage 100% of our procurement-managed travel suppliers on overall sustainability practices. Also, formally assess 80% of our major, centrally managed travel suppliers on ESG practices through our third-party sustainability scorecard process.  
*Status:* In 2022, Nielsen engaged 100% of our major travel suppliers through meetings and our third-party sustainability scorecard process, and formally assessed 85%, on their ESG practices, covering all three major categories of Nielsen’s travel spend (air travel, auto travel and hotels/accommodations).



## Environmental data methodology

Our tool for our greenhouse gas (GHG) emissions calculations and resource management—Portfolio Environmental & Energy Reporting System (PEERS)—is a proprietary energy management tool developed by Nielsen's global real estate services provider, Jones Lang LaSalle (JLL), to capture, analyze and report energy data.

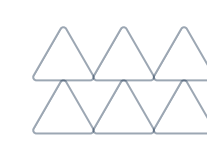
A third-party utility bill processor (ProKarma) is retained to enter utility bill data into a database that is electronically conveyed from ProKarma into PEERS. Landlord data based on whole-building consumption is adjusted to reflect Nielsen's percentage of building square footage, and is then entered manually into PEERS.

All work continues to be done in accordance with the [Greenhouse Gas Protocol](#).

### Emission factors and calculation process

1. PEERS data collection: PEERS receives all bill line items including service dates, consumption and cost. The consumption and cost data for all sites, plus the location-based emissions for U.S.-based sites, are exported from PEERS and inserted into a GHG reporting spreadsheet. Estimates are then generated for missing data and included in the spreadsheet, to produce a complete 12-month consumption and cost profile for each site. Market-based emission factors are identified and applied where applicable, and location-based emission factors are identified and applied for all international sites.
2. Normalizing data: In order to properly align energy use to the timing of weather and site operations, PEERS translates (i.e., normalizes) reported consumption that is reflected in utility bills to the start and the close of each month. To normalize consumption, PEERS divides the billed consumption by the number of days in the billing period to determine the average daily consumption. The daily average is then multiplied against the number of days in each month that the bill straddles, in order to arrive at the portion of the consumption that should be assigned to each month. In most cases, this approach results in two successive utility bills providing consumption data for one calendar month; care is taken to avoid accidentally double-counting emissions across multiple months.
3. Adding estimates: Using the PEERS tool, all gaps in the data that impact complete coverage of Nielsen facilities' emission and usage tracking are bridged through estimates. These estimates are applicable to all sites with any missing or unavailable data, to represent a full year's coverage. Nielsen's scope emissions and utility consumption now represent 100% of our global square footage portfolio.
4. Estimate process: For sites with partially missing data, the estimates are based on prior year consumption/usage and the cost for the applicable month or average of surrounding months, where available. For sites where data on a metric is unavailable, Commercial Buildings Energy Consumption Survey (CBECS) national averages for "Administrative or Professional Offices" have been used for approximate energy intensity of fuels within Scope 1 and electricity consumption within Scope 2. To estimate water and waste for sites where we have no data on their consumption, we use a portfolio-specific usage intensity to extrapolate approximate usage based on the square footage of a site. We take the average consumption per square foot for the sites where we have data to get the portfolio-specific usage intensity value.
5. Emission factor sources: The data gathered are converted to CO<sub>2</sub>e emissions using the following sources in order of preference: 1) Federal Register EPA; 40 CFR Part 98 (Scope 1 factors) 2) Environmental Protection Agency eGrid2020 dataset (North America Scope 2 location-based factors); 3) International Energy Agency (IEA) 2018 dataset–2016 data (sites outside North America for Scope 2 location-based factors); 4) 2022 Green-e-Residual Mixes (North America sites for market-based factors); and 5) 2018 Association of Issuing Bodies (AIB) European Residual Mix (European sites Scope 2 market-based factors).
6. Scope 1 emissions: The GHG Protocol definition of Scope 1 includes all direct GHG emissions; direct GHG emissions come from sources owned or controlled by the reporting entity. For Nielsen, this includes generator fuel (diesel and gasoline), natural gas from our buildings and fuel (gasoline) from our leased fleet. Stationary combustion factors for all sites came from the 2022 Energy Star Technical Guidance. For the fleet, the source of factors applied are the EPA GHG Emission Factors Hub (April 2022), Tables 2, 3 and 4, vehicle year 2019. The Global Warming Potentials (GWPs) are IPCC Fourth Assessment. The CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O emission conversion factors for highway vehicles come from Table 2-13 of the Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990–2015. The vehicle-miles and passenger-miles emission conversion factors for highway vehicles are from Table VM-1 of the Federal Highway Administration Highway Statistics 2015. Fuel consumption and passenger-miles emission conversion factors for rail are from Tables A.14 to A.16 and 9.10 to 9.12 of the Transportation Energy Data Book: Edition 35. Fuel consumption is converted to emissions by using fuel emission factors from the EPA GHG Emission Factors Hub (April 2022).





7. Scope 2 emissions: The GHG Protocol definition of Scope 2 includes all indirect greenhouse gas (GHG) emissions from consumption of purchased electricity, heat or steam; indirect GHG emissions are a consequence of the activities of the reporting entity, but occur at sources owned or controlled by another entity. This primarily includes purchased electricity for Nielsen. The U.S. uses the 2020 e-Grid dataset for location-based calculations. All other countries use IEA factors (reference: 2018 edition (2016 data) of the IEA factors for CO<sub>2</sub> emissions from fuel combustion). Scope 2 emissions also include purchased electricity for market-based data. Nielsen has used the Scope 2 Quality Criteria from the GHG Protocol for market-based data; regionally, the U.S. and Canada use factors provided by GreenE Residual Mix 2022 (2020 data) and eGrid2020 dataset, and European sites use the European Residual Mix factors provided by AIB (2021). For all other Nielsen countries, market-based factors are not available; in these cases, location-based factors are used for all Scope 2 calculations. Thus, for countries beyond North America and Canada, we use IEA factors (reference: 2018 edition (2016 data) of the IEA factors for CO<sub>2</sub> emissions from fuel combustion). Emissions are calculated and normalized to CO<sub>2</sub> equivalent (CO<sub>2</sub>e) using Global Warming Potentials (reference: Intergovernmental Panel on Climate Change (IPCC), Fourth Assessment Report (AR4), 2007).

8. Scope 3 emissions: The GHG Protocol definition of Scope 3 is all indirect emissions (not included in scope 2) that occur in the value chain, both upstream and downstream. Nielsen annually reports on the emissions from waste generated in operations (category 5), business travel (category 6) and employee commuting (category 7). Biennially, Nielsen looks to complete an end-to-end 15 category Scope 3 assessment, in engagement with a third-party expert. The last such assessment was done in 2021. Emission factors, assumptions and calculation

methodologies are derived from EPA Emission Factors Hub April 2022. GWPs are the IPCC Fourth Assessment Report (AR4—100 year). Waste emission factor used is from the EPA Waste Reduction Model (WARM), v. 15 (2019).

- CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O emissions data for highway vehicles are from Table 2-13 of the EPA (2020) Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990–2018.
- Vehicle-miles and passenger-miles data for highway vehicles are from Table VM-1 of the Federal Highway Administration Highway Statistics 2018.
- Fuel consumption data and passenger-miles data for rail are from Tables A.14 to A.16 and C.9 to C.11 of the Transportation Energy Data Book: Edition 38. Fuel consumption was converted to emissions by using fuel and electricity emission factors.
- Air Travel factors from 2019 Guidelines to Defra/ Department of Energy and Climate Change (DECC)'s GHG Conversion Factors for Company Reporting. Version 1.0, August 2019.

All our GHG emissions and resource usage data reported here, with the exception of the 2021 15 category supply chain Scope 3 assessment by a third party, have been verified by Apex Companies, LLC. *Note: the verification used a materiality threshold of 5% for aggregate errors in sampled data for each of the indicators.*





**INDEPENDENT ASSURANCE STATEMENT**

**To: The Stakeholders of The Nielsen Company**

**Introduction and objectives of work**

Apex Companies LLC, (Apex) was engaged by The Nielsen Company to provide limited assurance of select sustainability performance data to be included in The Nielsen Company's corporate sustainability report. This Assurance Statement applies to the subject matter included within the scope of work described below for the time period of January 1, 2022 to December 31, 2022. The intended users of the assurance statement are the stakeholders of The Nielsen Company. The overall aim of this process is to provide assurance to The Nielsen Company's stakeholders on the accuracy, reliability, and objectivity of select information included in the Report.

This information and its presentation in The Nielsen Company's internal and external reports (Reports) are the sole responsibility of the management of The Nielsen Company. Apex was not involved in the gathering of data, development of content and/or the drafting of the Reports. Our sole responsibility was to provide independent assurance on the accuracy of information included in the scope of work. This is the 8th year in which we have provided assurance over selected data.

**Scope of work**

The Nielsen Company requested Apex to include in its independent review the following:

- Assure the accuracy of the following data for the 2022 reporting period:
  - Total Water Consumption – Nielsen Media Only
  - Total Waste Generated – Nielsen Media Only
  - Total Energy Consumption – Nielsen Media Only
- Appropriateness and robustness of underlying reporting systems and processes used to collect, analyze, and review the environmental information reported; and
- Evaluation of the reported data against The Nielsen Company's internal reporting procedures.

**Boundaries of the reporting company GHG emissions covered by the assurance:**

- Operational Control
- Worldwide Nielsen Media Offices

**Limitations and Exclusions**

Excluded from the scope of our work is any assurance of information relating to:

- Text or other written statements associated with The Nielsen Company submissions
- Activities outside the defined reporting period
- Facilities where both invoice data and square footage data are unavailable



The Nielsen Company  
June 2, 2023

Page 2

This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. The reliability of the reported data is dependent on the accuracy of metering and other measurement arrangements employed at the site level. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

**Responsibilities**

This preparation and presentation of the Subject Matter in the Report are the sole responsibility of the management of The Nielsen Company.

Apex was not involved in the drafting of the Report or of the Reporting Criteria. Our responsibilities were to:

- obtain limited assurance about whether the Subject Matter has been prepared in accordance with the Reporting Criteria;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the Directors of The Nielsen Company.

**Assessment Standards**

We performed our work in accordance with Apex's standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board. A materiality threshold of ±5-percent was set for the assurance process.

**Summary of Work Performed**

As part of our independent verification, our work included:

- Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
- Interviews with relevant personnel of The Nielsen Company (including individuals at the corporate level);
- Reviewing the data collection and consolidation processes used to compile Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
- Review of documentary evidence including source data, calculation methodologies, emission factors, conversion factors and other supporting documentation produced by The Nielsen Company;
- Agreeing a selection of the Subject Matter to the corresponding source documentation;
- Reviewing The Nielsen Company systems for quantitative data aggregation and analysis; and
- Assessing the disclosure and presentation of the Subject Matter to ensure consistency with assured information.





Performance data table

SASB report

TCFD report

Environmental data  
Methodology and verification



The Nielsen Company  
June 2, 2023

Page 3

Conclusion

On the basis of our methodology and the activities described above, it is Apex's opinion that:

- Nothing has come to our attention to indicate that the reviewed information within the scope of our assurance is not materially correct.
- Nothing has come to our attention to indicate that the reviewed information is not a fair representation of the actual data for calendar year 2022.
- It is our opinion that The Nielsen Company has established appropriate systems for the collection, aggregation, and analysis of quantitative data within the boundaries of the reporting for determination of the following for The Nielsen Company:
  - Total Water Consumption – 3,262,370 cubic feet
  - Total Waste Generated – 5,507 metric tons
  - Total Energy Consumption – 67,993,463 kilowatt-hours

Statement of independence, integrity, and competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

No member of the assurance team has a business relationship with The Nielsen Company, its Directors or Managers beyond that of verification and assurance of sustainability data and reporting. We have conducted this assurance assignment independently and we believe there to have been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, having over 24 years of combined experience in this field and an excellent understanding of Apex's standard methodology for the assurance of sustainability and non-financial data and reports.

Scott Johnston, Lead Verifier  
Principal Consultant  
Apex Companies, LLC  
Miami, Florida

June 20, 2023

Cody Lorentson, Technical Reviewer  
Program Manager  
Apex Companies, LLC  
Lakewood, CO

*This assurance statement, including the opinion expressed herein, is provided to The Nielsen Company and is solely for the benefit of The Nielsen Company in accordance with the terms of our agreement. We consent to the release of this statement by you to your stakeholders in order to satisfy disclosure requirements but without accepting or assuming any responsibility or liability on our part to the stakeholders or to any other party who may have access to this statement.*



VERIFICATION OPINION DECLARATION  
GREENHOUSE GAS EMISSIONS

Apex Companies LLC, (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by The Nielsen Company (Nielsen) for the period stated below. This verification opinion declaration applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of Nielsen. Nielsen is responsible for the preparation and fair presentation of the GHG emissions statement in accordance with the criteria. Apex's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the GHG emissions statement based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

Boundaries of the reporting company GHG emissions covered by the verification:

- Operational Control
- Worldwide Nielsen Media Offices

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Facilities where both invoice data and square footage data are unavailable
- Fugitives / Refrigerants

Types of GHGs: CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>

GHG Emissions Statement:

The Nielsen Company GHG Emissions for Reporting Year 2022	
Scope 1 Emissions metric tons of CO <sub>2</sub> equivalent	13,252
Scope 2 Emissions (Location-Based) metric tons of CO <sub>2</sub> equivalent	16,831
Scope 2 Emissions (Market-Based) metric tons of CO <sub>2</sub> equivalent	17,105
Scope 3 Emissions total metric tons of CO <sub>2</sub> equivalent	3,957
• Scope 3 Emissions – Category 5 Waste Generated in Operations – metric tons of CO <sub>2</sub> equivalent	1,967
• Scope 3 Emissions – Category 6 Business Travel – metric tons of CO <sub>2</sub> equivalent	1,858
• Scope 3 Emissions – Category 7 Employee Commuting – metric tons of CO <sub>2</sub> equivalent	132
GHG Emissions for Reporting Year 2022	
<b>GHG Emissions metric tons CO<sub>2</sub> equivalent</b>	<b>34,314</b>
Scope 1 + Scope 2 Market Based + Scope 3 (Categories 5, 6 & 7)	

Data and information supporting Scope 1 and Scope 2 GHG emissions assertion were in some cases historical in nature, but many cases estimated rather than historical in nature. Data and information supporting the Scope 3 GHG emissions assertion were in many cases estimated rather than historical in nature.





Page 2

**Period covered by GHG emissions verification:**

- January 1, 2022 to December 31, 2022

**Criteria against which verification was conducted:**

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2)
- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3)

**Reference Standard:**

- ISO 14064-3 (2019-04) Second Edition: Greenhouse gases -- Part 3: Specification with guidance for the verification and validation of greenhouse gas statements

**Level of Assurance and Qualifications:**

- Limited
- This verification used a materiality threshold of 5% for aggregate errors in sampled data for each of the above indicators

**GHG Verification Methodology:**

- Conduct interviews with data owners;
- Review and evaluate procedures for data collection, management and reporting;
- Review source data, calculation methodologies, emission factors, conversion factors and supporting documentation;
- Assess effectiveness of the data reporting process;
- Review rolled-up data through Interrogation of databases and other systems used by The Nielsen Company for reporting and compiling quantitative data; and
- Audit of sample of data used by Nielsen to determine GHG emissions.

**Verification Opinion:**

Based on the process and procedures conducted, there is no evidence that the GHG emissions statement shown above:

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2), and WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3).

It is our opinion that The Nielsen Company has established appropriate systems for the collection, aggregation, and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.



Page 3

**Statement of independence, impartiality, and competence**

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with The Nielsen Company, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.

**Attestation:**

Scott Johnston, Lead Verifier  
Principal Consultant  
Apex Companies, LLC  
Miami, Florida

June 20, 2023

Cody Lorentson, Technical Reviewer  
Program Manager  
Apex Companies, LLC  
Lakewood, CO

*This verification opinion declaration, including the opinion expressed herein, is provided to The Nielsen Company and is solely for the benefit of The Nielsen Company in accordance with the terms of our agreement. We consent to the release of this statement by you to CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.*



