

NIELSEN GLOBAL RESPONSIBILITY REPORT

**MITCH BARNs**

CEO, Nielsen

REDEFINING VALUE

Welcome to our second Global Responsibility Report, where we explore how we are expanding what it means to create value as a company.

It's through our holistic approach to cultivating a corporate responsibility and sustainability mindset that we create—and multiply—value for our company, our people, our shareholders and our world. We recognize that to do it right, value creation must be collaborative, inclusive and focused on the long term.

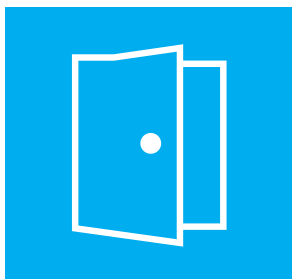
Today, we see this happening in areas in and beyond our company, such as our commitment to [investing in meaningful development opportunities for our associates, addressing the risks related to climate change in our own global operations](#), or [using our powerful, world-class data for good](#). I'm excited to share these results from 2016 and 2017 as we remain focused on our forward-looking strategy. Among the highlights, we:

- Embarked on our [Path to 2020](#) plan, a multi-year transformation focused on investing in innovation to drive growth and efficiency.
- Enhanced the reach of our [Compliance & Integrity](#) program with the launch of an Integrity Ambassador program; Integrity Ambassadors serve as “diplomats” of integrity in our offices around the world.
- Completed our first global [climate risk assessment](#), which looked at climate-related physical and transition risks for Nielsen in the short and long term.
- Expanded the reach of our [supply chain sustainability assessments](#), covering 40% of our spend in 2017, up from 30% in 2016, the first year of the program.
- Launched a new, multi-year strategy to strengthen [employee engagement](#).
- Were named one of the [Best Employers for Healthy Lifestyles®](#), which recognizes companies that are committed to improving their employees' physical health, productivity, overall quality of life, financial security, and emotional and social connectedness.
- Established the [Nielsen Global Support Fund](#), through which associates can apply for grants in times of personal hardship or natural disaster, as well as donate to fellow associates in need. In 2017, the Global Support Fund made grants to associates in 12 countries.

- Logged 170,000 volunteer hours and delivered \$23.1 million in pro bono work and skills-based volunteering through [Nielsen Cares](#) since 2016.
- Saw a more than 300 percent increase in the number of offices being represented by [Green Teams](#) since we launched Green Teams globally in mid-2013.

As detailed in our inaugural [value creation model](#), our mission as a company is to fuse data, science and the talents of our people to provide measurement and improvement for the clients and markets we serve, ultimately creating value and yielding greater prosperity for all. In [my letter to shareholders](#) in Nielsen’s Annual Report, I highlighted the efficiency implications of the productivity initiatives that we’re undertaking through our [Path to 2020](#). When you consider these in the full context of our value proposition, it’s clear that this focus on the long-term sustainability of Nielsen adds a necessary dimension to our overall business strategy.

I hope you are as energized as I am by the possibilities ahead, which include refining, and in some cases, *redefining*, our understanding of how we create value. It’s only through consistent measurement, learning and engagement with a variety of stakeholders that we’ll continue to deliver value in the fast-changing world and diverse communities in which we operate.



OPEN



USEFUL



CONNECTED



PERSONAL



CRYSTAL BARNES

SVP, Global
Responsibility &
Sustainability, Nielsen,
& Executive Director,
Nielsen Foundation

In 1923, 26-year-old Art Nielsen started a business with the revolutionary idea of using data to understand consumer behavior. Almost 90 years later, a bright young associate revolutionized Nielsen with his suggestion of formalizing our commitment to service, including an annual day of service. This idea quickly led to the creation of a robust corporate responsibility program that reflects the spirit of stewardship ingrained in our company and a commitment to making a difference throughout the year and around the world.

Over the years, our approach to [managing Global Responsibility & Sustainability](#) at Nielsen—including our environmental, social and governance (ESG) strategy—has always focused on long-term solutions in areas that drive continuous improvement and value for our business and our stakeholders. In fact, our priority ESG issues coincide with our critical business issues, including diversity representation and inclusion; data privacy, security and integrity; future-focused leadership and innovation; and others included in our [non-financial materiality assessment](#), conducted once every two years. We also strive to use the assets that set Nielsen apart—our world-class data, our science and innovation, and our people—to make a lasting positive impact on the world within and beyond our organization.

Since 2016, when our first Nielsen Global Responsibility Report was published, we've expanded our scope and streamlined our efforts through the three pillars of our [Global Responsibility & Sustainability platform](#). The three pillars include: [Nielsen Cares](#), our global volunteer employee engagement program, through which we leverage our time, data assets and expertise to uniquely affect change in our communities; [Nielsen Green](#), our environmental sustainability program, where we continue to harness the power of our employees and identify innovative practices to minimize our impact on the environment; and our [Responsible Practices and External Reporting Practice](#), which furthers our commitment to continuous improvement across our business and increased transparency with our investors, clients and all stakeholder groups.

In each of these areas, our multi-stakeholder lens has challenged us to think about the comprehensive nature of what corporate citizenship means through the ESG factors that matter most both to our long-term business success, and as it relates to making a positive social and environmental impact.

We believe that one action can be a multiplier—a multiplier for our business, our clients, our associates and our communities. By listening to our stakeholders, we will continue to unlock new opportunities and create strong relationships that pay future dividends in the inevitable times of challenge and prosperity to come.



GOALS

GOALS

The following are Nielsen's forward-looking goals, organized by report section and separated by whether they are existing public goals or new as of this report. We have provided updates for existing public goals.

EXISTING PUBLIC GOALS

As shared in our first Nielsen Global Responsibility Report, published in May 2016.

1. We have an annual goal of purchasing at least 10% of our U.S. sourceable spend with [diverse suppliers](#).
 - Update: We achieved that goal in 2016 but fell to 9% in 2017 when our overall spend decreased approximately 2% by \$14 million. In 2017, we spent \$80.4 million with diverse suppliers, a 61% increase from 2013. We estimate that Nielsen's supplier diversity program has helped to create at least 200 jobs in diverse supplier companies over the past two years.
2. By 2018, our [Vendor ESG program](#), which evaluates suppliers on a variety of ESG issues, will cover up to 50% of spend with suppliers, up from more than a third of our spend in 2016.
 - Update: We are on track to achieve this goal by the end of 2018.
3. By the end of 2019, we plan to [upgrade our data center storage](#) to all-flash for energy reduction and enhanced efficiency.
 - Update: We are on track to achieve this goal by 2019.
4. By 2020, we plan to [reduce our global energy use](#) per square foot of facility space by 5% compared to 2015.
 - Update: We are on track to achieve this goal by 2020.
5. By 2020, we plan to send virtually none of our [global e-waste](#) to landfills, continuing to focus on the opportunity to recycle and refurbish our e-waste wherever possible.
 - Update: We are on track to achieve this goal by 2020.
6. From 2016 through the end of 2020, we plan to [mobilize our associates to volunteer](#) a cumulative total of at least 300,000 hours in the communities where we live and work around the world.
 - Update: We are on track to achieve this goal by 2020.

7. From 2016 through the end of 2020, we plan to donate a cumulative total of at least \$50 million through [pro bono projects](#) that leverage skills-based volunteering and in-kind gifts of Nielsen data and services for non-profits in our priority cause areas. This maintains our annual goal to donate at least \$10 million each year through skills-based volunteering projects and in-kind giving.
 - Update: We are on track to achieve this goal by 2020.
8. By 2020, we strive to meet the industry average of 32.4 [training hours](#) per associate, up from 23.4 training hours in 2015.
 - Update: We continue to track our progress in terms of invested hours in training against an ideal position of industry average. Fluctuations in demand, need and specific training focus means that our achievement against this aim varies from year to year.

NEW PUBLIC GOALS

1. We will continue to [grow our Employee Resource Group \(ERG\) reach](#) globally. Today, 70% of the countries where we operate have at least one ERG; by 2020, we will aim to have at least one ERG in 75% of the countries where we operate.
2. We have a [continued annual goal](#) of purchasing at least 10% of our U.S. sourceable spend with diverse suppliers.
3. We will work toward a target of 500 [impact sourcing jobs](#) in our supply chain by 2020.





ACCOMPLISHMENTS

ACCOMPLISHMENTS

The following are some of Nielsen's key accomplishments and areas of progress since our last report was published in 2016, organized by report section.

OUR COMPANY

- Unveiled our [Path to 2020](#), which focuses on investing in innovation to drive growth and efficiency.
- Launched the [Connected System](#), an open, cloud-based platform in our Buy segment that allows clients to more easily and efficiently understand sales and market share changes, as well as what they should do next as a result.
- Published our first [value creation model](#), highlighting our mission to provide measurement services that will ultimately enable greater efficiency and improvement in the marketplace.
- Transformed the [organizational structures](#) of our Watch segment and our Sales Operations team, to enable us to better support our clients, grow our business and create more opportunities for our people.
- Earned two external recognitions for our new [Quality Control Tower](#), which we created to better manage store audits around the world.
- Conducted our second [non-financial materiality assessment](#) to help identify our most material environmental, social and governance (ESG) issues as determined by feedback from our internal and external stakeholder groups.
- Introduced a new, updated [Code of Conduct](#) and launched an enhanced process through which associates will certify that they have read and understand the Code.
- Enhanced the reach of our [Compliance & Integrity](#) program with the launch of the Integrity Ambassador program; Integrity Ambassadors serve as “diplomats” of integrity in our offices around the world.
- Added Climate Change as a stand-alone risk category in our [Enterprise Risk Management program](#); climate change-related issues were previously addressed under Disaster Recovery/Business Continuity.
- Completed our first global [climate risk assessment](#), which looked at climate-related physical and transition risks for Nielsen in the short and long terms.

- Incorporated new [human rights-related risks](#) as part of our systematic audit process.
- Rolled out several new innovations, including the [Nano meter](#) (a smaller, easier-to-install meter to measure what's being watched in our panelists' homes) and [eCollection](#) technology (a simpler, quicker way to assess what's on store shelves).
- Had 152 U.S. [patents](#) granted in 2017 alone.
- Included in 2017 as [#30 on Forbes' annual "World's Most Innovative Companies" list](#).
- Launched the [Connected Partner Program](#), to collaborate with others servicing the retail and fast-moving consumer goods fields in an open data ecosystem.
- Added a contractual provision to the [Nielsen Supplier Code of Conduct](#) requiring sustainability assessments from suppliers meeting our spend, criticality and/or risk exposure criteria.
- Expanded the reach of our [supply chain sustainability assessments](#), covering 40% of our spend in 2017, up from 30% in 2016, the first year of the program. Of our lowest-scoring suppliers in 2017, we saw an average increase of 19% from 2016 to 2017--exceeding our 2017 goal of an average 10% increase in the lowest supplier scores.
- Published an [Environmentally Preferable Purchasing Policy](#) that outlines six environmental principles Nielsen takes into account when making procurement decisions.
- Conducted [site visits](#) at approximately 70% of our Tier 1 and Tier 2 suppliers manufacturing Nielsen custom measuring devices, to assess management systems and quality and visually check for building health and safety.
- As a founding member of the Global Impact Sourcing Coalition (GISC), we determined that the number of [impact sourcing](#) jobs in our supply chain as of December 2017 was 342, and set a goal to increase that number to 500 by 2020.
- For the fifth consecutive year, we are honored to be recognized as a "Best Place to Work for LGBTQ Equality" and to have [earned a perfect score of 100](#) on the Human Rights Campaign (HRC) Foundation's 2018 Corporate Equality Index (CEI).
- Nielsen CEO Mitch Barns recently joined more than 250 fellow chief executives in signing the [CEO Action for Diversity and Inclusion pledge](#).

- [Moved up nine spots](#) to be #32 on DiversityInc's Top 50 companies for diversity in 2017.
- [Set two-year targets](#) within each business unit for both gender and ethnic/racial diversity.
- Began hosting [employee forums](#)—professional development opportunities for diverse Nielsen associates. Held a Black Employee Forum in 2016 and a Hispanic Employee Forum in 2017; the first Asian Employee Forum will be held in 2018.
- Had more than 1,600 managers take our new [Unconscious Bias training](#).
- Spent \$80.4 million with [diverse suppliers](#) in 2017, a 61% increase from 2013.
- Focused our 2017 multicultural [Diverse Intelligence Series Reports](#) on African-American, Asian-American and Latina women.
- For the second year in a row, Nielsen received the “Best Places to Work for Disability Inclusion” honor along [with a score of 90 on the Disability Equality Index \(DEI\)](#); the DEI is a joint effort of the American Association of People with Disabilities (AAPD) and the United States Business Leadership Network (USBLN).

OUR PEOPLE

- Developed a [Workforce 2020](#) strategy to ensure that our workforce keeps pace with the changes in our business as we implement our Path to 2020.
- Launched a new, multi-year strategy to strengthen [employee engagement](#).
- Began contracting with an [external candidate assessment vendor](#) that uses neuroscience games and artificial intelligence to predictively match people with jobs that are the right fit for them.
- Rolled out an enhanced [onboarding process](#) called the First 30 to ensure that new Nielsen employees have a consistently positive experience during their first 30 days.
- Offered 40 [well-being webinars](#) in 2017 attended by over 13,000 associates.
- Asked Nielsen sites around the world to self-score their [well-being programs](#) to see how they are meeting our global guidelines; 100% of the targeted worksites completed the scorecard, and 96% received either a bronze, silver or gold certification.

- Named one of the [Best Employers for Healthy Lifestyles®](#), which recognizes employers that are committed to improving their employees' physical health, productivity, overall quality of life, financial security and emotional and social connectedness.
- Established the [Nielsen Global Support Fund](#), through which associates can apply for grants in times of personal hardship or natural disaster as well as donate to fellow associates in need; in 2017, the Global Support Fund made grants to associates in 12 countries.
- Created and implemented a [field operations safety training](#), which is being used with new hires and as an annual refresher for existing hires in our Television Audience Measurement Operations in the U.S.
- In 2017, we [published pay data](#) by gender and determined that, on average, women at the executive level are paid 103% of the base salary of their male counterparts; women at the management level are paid 95% of the base salary of their male counterparts; and women at the non-management level are paid 107% of the base salary of their male counterparts.

OUR WORLD

- Formalized our [Global Responsibility & Sustainability](#) team and strategy across Responsible Practices & Reporting; Nielsen Cares; and Nielsen Green.
- Included for the first time in 2017 in the FTSE4Good Index, the [Dow Jones Sustainability North America Index](#) and as the [industry leader for Media companies](#) in JUST Capital's 2017 "JUST 100" list.
- Donated \$11.2 million through [Nielsen Cares](#) in 2017, across more than 60 initiatives.
- Logged 170,000 [volunteer hours](#) through Nielsen Cares since 2016.
- On [Nielsen Global Impact Day](#) in 2017, had 23,000 associates volunteer in 89 countries on more than 1,500 community projects.
- Eliminated 350 [servers](#) in 2017 alone, saving more than 300,000 lbs. of carbon emissions. Since 2015, [reduced energy consumption](#) by 70% in our data centers.
- ["Refreshed" 9,500 laptops](#) in 2017 by upgrading them and improving their power efficiency instead of sending them to landfill, thereby avoiding more than 90,000 lbs. of carbon emissions.
- Updated our [Travel Policy](#), which will allow us to better understand our travel-related carbon footprint so we can more effectively reduce it.

- By using [CloudBlue](#) to reuse and recycle e-waste for Nielsen, avoided 95,632 kg of carbon dioxide equivalents in emissions.
- Reduced [paper purchases](#) in our North America and Latin America regions by 36%.
- In our New York City headquarters, replaced all personal trash bins with recycling bins; as a result, increased the [waste diversion rate](#) on-site from 17% in the first quarter of 2016 to 56% in the first quarter of 2017.
- Established [Green Meeting Guidelines](#) for Nielsen associates to use as they plan meetings and events.
- Had more than 17,000 Nielsen associates take part in sustainability activities during our 2017 [Earth Week](#).
- Saw a more than 300% increase in the number of offices being represented by [Green Teams](#) since we launched them globally in mid-2013.
- Reduced our Scope 1 and Scope 2 location-based [greenhouse gas \(GHG\) emissions](#) by 11% per square foot of our global targeted portfolio between 2016 and 2017.
- Saw a 5% decrease in [Scope 3](#) GHG emissions from business air travel between 2016 and 2017.
- Decreased our [energy consumption](#) per square foot of our global targeted portfolio by 8% between 2016 and 2017.
- Established the [Nielsen Foundation](#), a separate private foundation funded by Nielsen with a \$36 million unconditional donation.
- Distributed \$1.47 million in [grants](#) across 60 projects in the Foundation's first year of operation.
- Launched one of the Foundation's first signature programs with the Tampa Bay Wave's [TechDiversity Accelerator Program](#), which is dedicated to fostering the growth of diverse startups in Central Florida and across the country.



OUR COMPANY

OUR COMPANY

WHO WE ARE, WHAT WE DO

Nielsen Holdings plc is a leading global provider of information and insights about consumers and markets worldwide. We fuse science and data so that our clients—manufacturers and retailers of consumer goods, media companies and advertising agencies—can understand what’s happening today, what will happen tomorrow and how to act on this knowledge to efficiently deliver results that matter. In short, we provide The Science Behind What’s Next™.

OUR WATCH & BUY SEGMENTS

Nielsen’s services are organized into two business segments: Watch and Buy. On the Watch side, we give media companies and advertising agencies the most complete view available of what’s being watched, and by whom, across all platforms, devices and channels. Our business is independent, third-party measurement. We don’t create content and we don’t buy or sell ad placements. What we care about is producing rigorous, independent, accurate data on which our clients can depend.

Built on our data of record, our analytics solutions enable media companies to segment their audiences with depth, precision and efficiency, so they can highlight the right audience for advertisers’ goals. Our analytics also help ad agencies design, implement and evaluate campaigns that deliver on clients’ business goals.

One of our most important initiatives within the Watch segment is [Nielsen Total Audience](#). It measures the content people view—and the ads to which they are exposed—across video, audio and text and across all types of screens and digital channels. We then connect this data in a way that lets clients make apples-to-apples comparisons across these platforms and devices.

On the Buy side, we give manufacturers and retailers the most complete view available of what is being bought, who is buying it, and when and where they’re buying it, in more than 100 countries. We invented the discipline of consumer market research, and our market share data is mission critical to clients across the industry.

Our Buy software and analytics help manufacturers’ innovation, marketing and sales teams improve business performance—for example, by making it easier to develop and test new product concepts and forecast demand. And they show retailers how to efficiently attract more of the right customers, keep them in the store longer and make their experience more enjoyable.

NIELSEN FAST FACTS



FOUNDED IN
1923



2017 TOTAL COMPANY
REVENUES

\$6.6 BILLION

51% FROM WATCH
SEGMENT

49% FROM BUY
SEGMENT



2016: APPROX.

43,000

PEOPLE WORLDWIDE

2017: APPROX.

46,000

PEOPLE WORLDWIDE



OPERATES IN

100+

COUNTRIES



COVERS MORE THAN

90%

OF THE WORLD'S
POPULATION



HEADQUARTERED
NEW YORK, NY



NYSE: NLSN

S&P 500
COMPANY

Our key initiative in the Buy segment is the [Connected System](#), an open, cloud-based platform that allows clients to quickly determine what's happened with their business, the reason behind sales and market share changes, and what they should do next as a result. The Connected System's analytic apps support our clients' everyday decisions around innovation, distribution, price, promotion and media. We launched the Connected System in 2017 with five charter clients and have since engaged closely with 25 additional clients. In total, we have 170 clients using one or more components of the Connected System, and we are continuing to accelerate deployment in 2018.

Our workforce transformation to support all of our key initiatives is detailed in the [Our People](#) section.

Finally, our Marketing Effectiveness team connects what consumers Watch to what they Buy. Marketing Effectiveness combines unique data assets, data science and technology to help our clients share the right message with the right person, at the right time and in the right place. When our clients leverage these tools, their advertising is more precise and effective.

In both the Watch and Buy segments, we employ data scientists, economists, engineers, technologists, psychologists, neuroscientists, field auditors and more, all of whom have a passion for collecting comprehensive, accurate data and turning it into positive business results for clients. Our associates' actions are driven by our four corporate values—open, connected, useful, personal—and their work every day seeks to increase the efficiency of the clients and markets we serve.

See the [Solutions](#) page of our corporate website for a complete description of our service offerings. Our [value creation model](#) is also a useful resource for understanding the unique nature of our business.



“We have put sustainable living at the heart of our business. Purpose—an authentic and culturally connected purpose—is the heart of our brands, powering each brand, driving meaning and relevance. We are committed to collaborating with partners like Nielsen as we continue to deliver growth by serving society and the planet while improving the lives of the people we serve.”

Nicola McLaren, Cultural & Foresight Strategist, Unilever

OUR FIELD OPERATIONS

Before any data can be analyzed and ultimately used by our clients, it must be collected. At present, our [field associates](#) work around the world to capture the data and information that's central to our business.

On the Watch side, our associates recruit the panelists whose TV-watching habits form the basis of our datasets. Our technicians maintain the equipment that captures, stores and transmits that data to Nielsen. In the U.S., we make about 180,000 visits to panelists' homes every year; we expect this number to decrease as we move forward with our [Path to 2020](#) and continue to leverage technology that will both save time and further reduce our carbon footprint.

On the Buy side, our associates go where consumers go, measuring their purchases in store and online. To give a worldwide view, we have been capturing global fast-moving consumer goods sales using both remote technology and individuals on the ground. We monitor purchases electronically via barcode scans from more than 2.5 million stores. And we currently employ in-field auditors in our Retail Measurement Services (RMS) operation who manually audit more than 5 million "traditional trade" stores (e.g., mom-and-pop shops, kiosks) in urban and rural locations around the globe.

We also conduct in-person interviews for both our Watch and Buy segments. In fact, in 2017, we conducted more than 15 million interviews across 90 markets. Our Command Center manages and ensures high quality in the interviewing process, tracking interviewer location in real time and utilizing voice-over questionnaire administration for all tracking studies, to eliminate interviewer bias.

We seek to be transparent with clients about any quality issues that may occur and to understand the root causes of problems so we can prevent them in the future. [Nielsen Scarborough](#), for example, notifies clients whenever data are delayed and communicates projected delivery dates as soon as they are available. [Nielsen Audio](#) also works closely with customers to clearly communicate about quality issues when they occur. The end-to-end retooling of our data collection and processing systems, discussed in the next section, is expected to help minimize data defects and delays and modernize our processes.

See our [Nielsen Around the World](#) website for more on how our field teams carry out their work around the globe.

HOW WE STAY RESILIENT IN AN ERA OF CHANGE

Consumer behavior changes constantly and rapidly, as our clients well know. It's our job to not only keep up with those changes, but get ahead of them. Throughout [our 95-year history](#), we've stayed ahead of the curve through countless disruptive changes—from the days of radio through the advent of network TV, cable and now online streaming and shopping via mobile devices.

Our business strategy assumes constant change, which is why we have been, and will remain, resilient as a company. At present, we are in the midst of a long-term evolution from being primarily a services company that uses technology to being primarily a technology company that provides services. Watch this video interview with John Tavolieri, Chief Technology & Operations Officer and President, U.S. Buy, Nielsen, for more information about this long-term approach:



Our Path to 2020 plan focuses on investing in [innovation](#) to drive growth and efficiency. This includes investing in automation, machine learning and artificial intelligence—for example, automating our Buy data collection and Watch operations end-to-end across the company by 2020. These significant investments will transform our company, bringing benefits in quality, speed and flexibility, along with new capabilities such as the ability to capture new data sets and provide real-time data. As we roll out the technology needed to do this, we also plan to grow our associates' skills and technological fluency and ensure they keep a transformative mindset, so that we can translate the vast amount of data we collect into meaningful solutions.

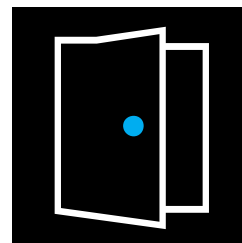
One way we stay abreast of key technology advancements is through acquisitions. In the last three years, we have completed 15 acquisitions. Those deals include Visual IQ, vBrand, Gracenote, Repucom (now Nielsen Sports), Pointlogic (now Nielsen Media Impact), eXelate (now Nielsen Marketing Cloud) and Brandbank. Since 2012, we have invested more than \$2 billion in strategic acquisitions that expand our capabilities across our business.

We've also been implementing some significant changes to the way we organize our business. In 2017, for example, we transformed the organizational structure of our Watch segment, grouping our associates into Client Sales & Service, Product Leadership & Solutions Support and Enabling Functions. This new structure will enable us to better support our clients, grow our business and create more opportunities for our people. We also transformed our Sales Operations team—moving more than 3,000 employees into new roles and creating a new client engagement process—to better match our solutions to clients' needs. And we significantly improved how we monitor and supervise RMS auditors in the field, as well as retail data, creating what we call a Quality Control Tower (QCT) that has remote, real-time visibility into store audits. QCT was implemented in 14 markets in 2017 and will expand to 95% of markets by 2020. In recognition of our efforts in this area, the Market Research Society of India awarded us first runner-up for QCT for the Lalit S. Kanodia Award in 2017, and the Process Excellence Network (PEX) awarded us first runner-up for Best Process Improvement Enabled by Technology at their OPEX Week in 2018.

We hold ourselves to the highest internal standards of quality when it comes to our products and services. As it relates to our Buy business, the [International Organization for Standardization \(ISO\) standards](#) are among the most often requested by our clients. ISO is an independent, non-governmental, international organization that develops voluntary, consensus-based, market-relevant international standards. Where applicable, we verify compliance with ISO standards through independent, third-party audits. As it relates to our responsible supply chain efforts, a member from our supply chain sustainability team served on the Technical Advisory Committee to help develop the [ISO 20400 Sustainable Procurement Standard](#).

Over the last several years we have also more explicitly incorporated environmental, social and governance issues into our business strategy and way of doing business, as discussed in the next section and throughout this report.

For more about our business strategy, see our [Year in Review](#) and [SEC Form 10-K](#).



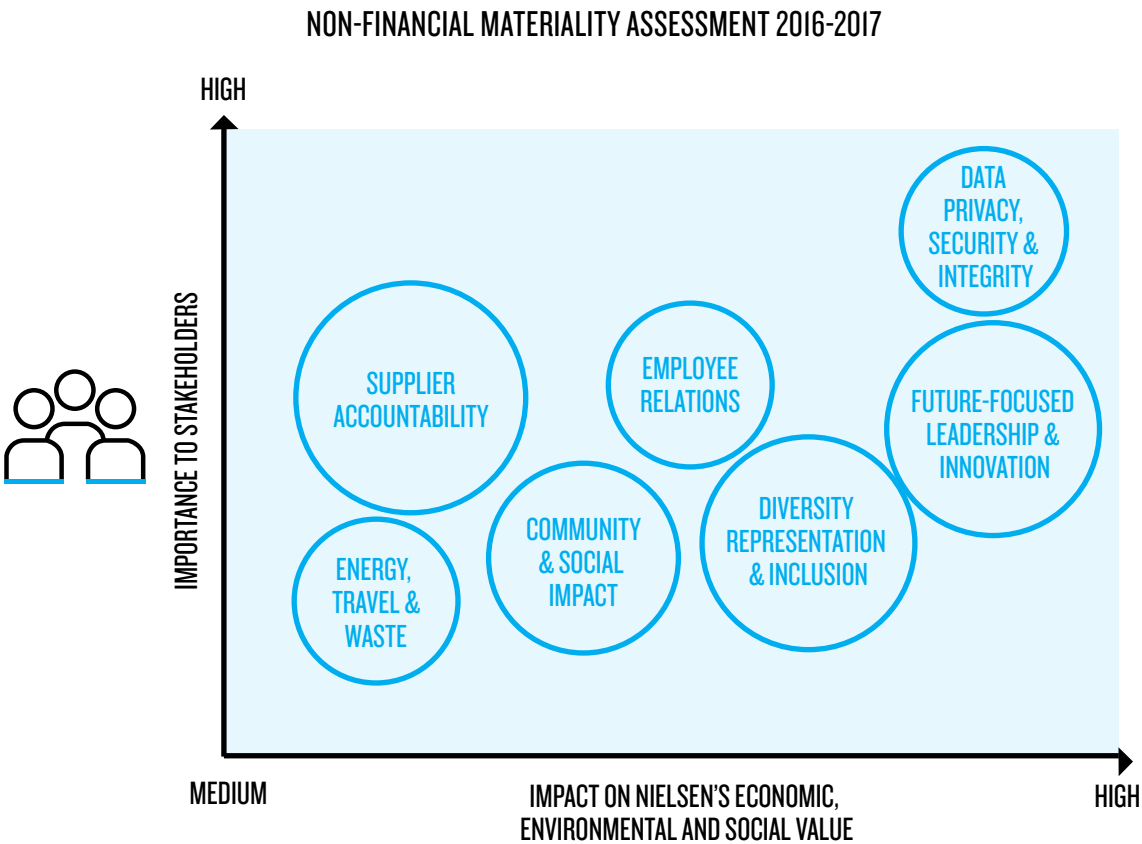
“Whether through creative problem solving, delivering presentations to senior stakeholders, owning client relationships, or defining your next career move, Nielsen is built around a sense of openness that allows people to flourish and develop.”

**Josh, Senior Client Manager,
Retailer Services, U.K.
#ExperienceNielsen**

OUR GLOBAL RESPONSIBILITY & SUSTAINABILITY STRATEGY

Environmental, social and governance (ESG) issues are central to our business and to our success today and in the future. We know we can't just deliver results for our clients; we must also operate ethically, treat our associates fairly, care for the broader environment and communities in which we operate, and minimize negative impacts through both our own operations and our supply chain.

Our Global Responsibility & Sustainability strategy encompasses all ESG issues that affect our business, operations, and internal and external stakeholders. To determine which ESG issues are of most importance to our company and our stakeholders, we conduct a non-financial materiality assessment every two years. Our [first non-financial materiality assessment](#) covered 2014-2015, while [our second and most recent assessment](#) covered 2016-2017. Through this process, which is described in detail on the [materiality assessment page](#) of our website, we identified the following key ESG issues as most important, both in terms of our stakeholders' views and in terms of the issues' current and potential impact on Nielsen's economic, environmental and social value:

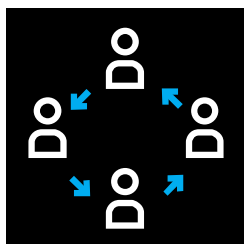


Source: Nielsen

To measure the effectiveness of our ESG strategy, we have set ambitious [goals](#) in several of these areas. We expect that continuing to set goals will help push us forward, drive progress and reduce negative impacts. Each of the goals, as well as progress to date against them, is described in the relevant sections of this report.

While it is the responsibility of all teams within Nielsen to consider relevant ESG impacts in their everyday work, we manage most ESG risks and opportunities centrally through our Global Responsibility & Sustainability team, infusing these considerations into regular engagement with our Board of Directors, internal sustainability governance councils, functional groups and teams, and other forums. The [Governance](#) section of this report describes in more detail how these issues are managed.

We do not consider our business strategy and ESG issues to be separate—they are thoroughly intertwined. We integrate relevant ESG issues into our business strategy by connecting sustainability challenges, risks and opportunities with our business interests in order to drive triple-bottom-line, long-term thinking across the organization. In all areas, we work to mitigate risk, maximize opportunities and uncover operational efficiencies—proactively connecting ESG risks and opportunities to critical business issues to act as a catalyst for improvement and change.



“Nestlé’s purpose is enhancing quality of life and contributing to a healthier future. Our focus areas are firmly embedded in our purpose. Individuals and families, our communities and the planet as a whole are interconnected, and our efforts in each of these areas are supported through our 42 public commitments, aligned with the U.N. Sustainable Development Goals (SDGs). We recognize the power of our global supply chain in accelerating these efforts, and we’re committed to continuing to work with suppliers like Nielsen to achieve these shared goals and create a brighter future for all, together.”

Tom Buday, Head of Marketing & Consumer Communication, Nestlé

STAKEHOLDER ENGAGEMENT

Nielsen is privileged to interact with a variety of external individuals and organizations in our regular course of business. The primary types of stakeholders interested in Nielsen include clients, suppliers, consumers who share their data with us, and investors. We also engage with industry associations and non-profit organizations; our Nielsen External Advisory Councils; the local communities in which we live and work; and regulators and public officials. We also have important internal stakeholders, of course—our own employees.

We identify and confirm these key stakeholder categories through our regular [non-financial materiality assessments](#). In our most recent assessment covering 2016-2017, we sought a broad range of internal and external perspectives to ensure that input was appropriately balanced. To gather input, we reviewed stakeholder feedback through existing documentation, web commentary, webinars, surveys, social and traditional media content, as well as in-depth virtual and in-person interviews and focus groups. We made a concerted effort to get focused feedback from all stakeholders—whether directly or through proxies—on our long-term strategy, goals, challenges and opportunities.

In addition to engaging through our non-financial materiality process, we interact with stakeholders regularly throughout the year, as described in the examples below. Because of the nature of our business—collecting and analyzing data and feedback from consumers so that our clients can better understand the forces that influence consumer behavior, and ultimately improve their business strategies—we uniquely understand the importance of hearing from a diverse group of stakeholders about all aspects of our business and operations, in order to continue to drive improvements going forward.

Clients: We engage with clients on a regular basis, both individually and through client committees, with the objective of gaining direct input and insights that will enhance the quality of our measurement for the industries we serve. Nielsen Scarborough, for example, holds two Advisory Council meetings per year to garner client feedback on new initiatives. Similarly, Nielsen Audio holds biannual meetings of its Audio Advisory Council, which is composed of C-suite clients representing a broad cross-section of clients. In addition, we hold biannual meetings of a Policy and Guidelines Committee composed of research leaders to discuss methodology and policies. Our minimum target threshold for client satisfaction is 4.25 out of 5, as measured through the Nielsen Client Helpline. We aim to continually trend upward as we work to improve our clients' experiences.

Media Research: The [Media Rating Council \(MRC\)](#) plays an important role in providing third-party validation that Nielsen's products and services meet or exceed the highest industry standards. While participation in the MRC process is voluntary, we take this relationship very seriously. In fact, we submit more products to be reviewed by the MRC than any other measurement company in the world, and we have a dedicated team that supports the MRC accreditation audit process year-round. In addition to the accreditation process, Nielsen engages with the MRC in other ways, providing valuable industry leadership by participating in working groups, standard-building projects and other conversations on matters relevant to the media measurement industry.

Suppliers: We engage with key [suppliers](#) on ESG issues multiple times a year—in person at their facilities, on conference calls and at conferences. We require standardized, third-party assessments of suppliers' ESG performance, which then serve as catalysts for meaningful engagement and discussion via our sourcing managers, in an effort to drive continuous improvement. We've also developed a Supplier Toolkit as a resource for suppliers to help improve their sustainability performance.

Consumers: We have extensive contacts with individuals and families all over the globe as we collect data to better understand consumer behavior. Our field and membership representatives and retail auditors visit panelists' homes and local stores worldwide to collect data. We are committed to acting in the best interest of those consumers, especially in terms of [protecting the privacy and security of their information](#).

Investors: Our Investor Relations team engages regularly with investors through individual meetings, conferences, non-deal roadshows, quarterly earnings calls and an annual investor day. Details about our investor engagement can be found on our [Investor Relations site](#), where we also provide information for investors about our ESG efforts through resources such as our [ESG Highlights document](#) and a dedicated slide in our [Investor Overview](#). For more information about how we engage with our investors, watch the following video interview with our SVP of Investor Relations, Sara Gubins:



Industry Associations: We recognize the importance of engaging with industry trade organizations, strategic business partners, industry influencers, value-added resellers, and non-governmental and community organizations. For example, we meet twice a year with the National Association of Broadcasters' Committee on Local Radio Audience Measurement to review product, research and methodology priorities and enhancements. We also meet twice a year with the National Radio Research Committee to review products, research and policies related to our national measurement services in the U.S. A comprehensive list of our association memberships is provided in the [GRI Content Index](#).

Nielsen External Advisory Councils: We seek out ideas and insights from external stakeholders to help us strengthen our diversity and inclusion efforts. For more than a decade, we have maintained three External Advisory Councils composed of diverse data and measurement industry experts and business and community leaders: the African-American Advisory Council (AAAC), the Asian Pacific American Advisory Council (APAAC) and the Hispanic/Latino Advisory Council (HLAC). These trusted advisors have shared their views on how Nielsen can better recruit, represent and reflect diverse populations. Twice a year, the three councils meet with Nielsen executives to share ideas and updates around micro and macro trends that impact U.S. multicultural communities. Council members are both our accountability partners and our ambassadors within their respective communities.

Communities: We regularly donate volunteer time and pro bono data to non-profit organizations around the globe in an effort to make a tangible difference in our communities. More information about these ongoing efforts can be found in the [Our World](#) section of this report.

Employees: We have employees in every major region of the globe, so we work hard to keep in close communication with them and ensure we are all aligned and working toward common goals. As it relates to our field staff, for example, we hold quarterly Town Hall meetings with field personnel in different regions around the globe, in addition to in-person meetings with senior leadership, to share updates about our business strategy, processes, progress and key activities. We also seek feedback and input from field personnel through quarterly Pulse surveys, our Open Door anonymous feedback portal (launched in 2017) and our Field Ops Solution Center, which provides a way for field associates to submit innovative ideas and suggestions. Companywide, we conduct a myVoice employee engagement survey every year; the survey includes questions on engagement, compensation and work-life balance, among other topics. All Nielsen employees are encouraged to engage across functions and geographies through companywide resources, such as our Google Plus suite of online communities for collaboration and information sharing, as well as through regular global Town Hall meetings and other events. We also have Employee Resource Groups which are voluntary, employee-led engagement opportunities to develop skills and assist the organization with recruitment, retention, community outreach, professional development, education and engagement.



KELLE COLEMAN

Industry Partnerships
& Events Head,
Nielsen

Our Industry Partnerships and Events teams came under the same umbrella for the first time in 2017. We're all about amplifying, creating and designing innovative face-to-face experiences. When you think about the complexity of the work we're trusted to do everyday, these experiences help to bring our data and science to bear on creating the new ideas that will drive our clients—and the broader industry—forward.

Whether it's sharing over-the-top (OTT) viewing behavior trends at the [National Association of Television Program Executives](#) annual conference, or exploring the intersection of technology and measurement at the [Consumer Electronics Show](#), it's through this spirit of connection and collaboration that we can help accelerate innovation.

Our team works to drive a future-focused engagement strategy that is inclusive of the diverse industries and clients that we serve around the world. It seems simple, but it's critical to our team's strategy—and Nielsen's broader mission—to make sure that our events and industry collaborations reflect this important diversity in direct ways. Whether it's the people you see speaking on a stage, or the experts we elevate to share their insights on behalf of Nielsen, diversity is critical to us in those contexts as well as a foundational part of the overall talent pipeline for Nielsen.

There's a lot that goes on behind the scenes to execute on creating these powerful experiences for our clients and associates to connect. One of the aspects we consider is the environmental sustainability of the work that we do. We've worked with the Global Responsibility & Sustainability team to develop a shared understanding of what Nielsen's [Green Meeting Guidelines](#) mean for our work. Whether it's reducing food waste, using digital tools to cut down on paper use or encouraging participants to take public transportation—we know these small steps add up to reducing our overall footprint in a big way.



“What I love most about Nielsen is the ability to continue to grow as a person by being supported through the multiple groups within the company that allow me to make an impact outside of my everyday responsibilities. Most recently, I was able to make a difference for the first responders of Hurricanes Irma and Harvey through Operation Gratitude. It was wonderful to see the marrying of my work as a co-lead for our Support and Employee Resource for Veterans (SERV) Employee Resource Group and Nielsen Cares with Operation Gratitude, and most importantly, make a difference in the lives of those putting theirs on hold to help others.”

Nicole, Sr. Project Manager, Chicago #ExperienceNielsen

PUBLIC POLICY & GOVERNMENT RELATIONS

Our Public Policy & Government Relations team interacts with elected officials to explain our products and promote the use of measurement to create thriving markets and communities. We advocate on issues related to our business, such as U.S. Census funding, diversity in media, media ownership, tax reform, net neutrality, e-privacy, e-commerce, digital advertising, TV audience measurement and more.

Nielsen does not currently use corporate funds to make direct contributions to candidates, political parties, political action committees (PACs), SuperPACs, 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.

As it relates to tax, we are committed to complying with tax laws in a responsible manner and to having open, constructive and transparent relationships with tax authorities everywhere we operate around the globe. We have a publicly available [tax policy](#), which applies to Nielsen Holdings plc and all subsidiary Nielsen entities; it is composed of five key components: tax planning, relationships with governments, transparency, tax risk management and governance.

See the [Public Policy page](#) of our website for complete information about our government relations work, including links to detailed reports about our lobbying activities and expenditures.

GOVERNANCE

At the Board of Directors level, Nielsen's [Nomination and Corporate Governance Committee](#) reviews the company's policies, practices and positions relating to corporate citizenship and sustainability. As such, the committee oversees corporate social responsibility, environmental quality, climate change and diversity and inclusion, among other environmental, social and governance (ESG) areas. The Board considers the impact of these areas on Nielsen's internal and external stakeholders, including our employees, clients, suppliers and investors. The Nomination and Corporate Governance Committee is also responsible for director nomination, Board composition, succession planning and Board and committee evaluations.

The Board's [Audit Committee](#) has oversight over our Compliance & Integrity program, which covers issues relating to ethics and anti-corruption, and regularly hears reports from our Compliance & Integrity team. The Audit Committee oversees the hiring, independence and performance of external auditors; the financial reporting and disclosure process; tax; Nielsen's internal audit function, process and internal controls; and our risk management and compliance process.

The Board's [Compensation Committee](#) is responsible for overseeing executive compensation, incentive and equity-based compensation plans, compensation-related disclosure under applicable laws, director compensation, and talent development and employee engagement.

All directors are elected individually to the Board on an annual basis. Our Board is led by a non-executive and independent chairman. As of March 2018, the median age of our directors was 61. Independent directors make up 88.9 percent of the Board. As of December 2017, the average tenure of the Board was 5.1 years. Each director is restricted to serving on a maximum of five boards while on our Board. Director orientation and continuing training is required for all directors by our Corporate Governance Guidelines. The [Corporate Governance](#) section of our Investor Relations website includes complete information on our Board composition and responsibilities, Board committee charters and corporate governance guidelines, as well as our most recent [Annual Report on Form 10-K](#) and [Proxy Statement](#).

Within Nielsen, our [Global Responsibility & Sustainability](#) (GR&S) team oversees and manages our global ESG strategy and reporting, [Nielsen Cares](#) (our social responsibility and employee volunteering efforts), [Nielsen Green](#) (our environmental sustainability activities), our Data for Good program, and grant-making through the [Nielsen Foundation](#). This team is led by the senior vice president of GR&S, who reports to our Chief Legal Officer and Chief Human Resources Officer and presents to the Board at least once per year. Among other responsibilities, the GR&S team, along with a variety of functions and teams, ensures alignment with relevant environmental mandates and other requirements such as compliance with local laws. Compliance is managed both globally and locally, depending on the team responsible for the relevant operation or local execution of our global strategy.

Other key ESG issues are managed outside of the GR&S function. For example, workforce and labor relations issues are managed by our Human Resources department, led by a Chief Human Resources Officer who reports to our CEO. Supply chain sustainability is overseen by our Global Procurement function. All aspects of diversity and inclusion are overseen by our Chief Diversity Officer, who reports directly to our CEO. Privacy issues are managed by our Chief Privacy Officer, who works with a team of attorneys dedicated to handling privacy compliance with oversight from our Chief Legal Officer. Our Chief Information Security Officer oversees our Cyber Security team and reports to our Chief Information Officer. Senior management is kept informed of cyber security status and information through daily cyber intelligence reports, security operational reviews, monthly threat briefings, audit committee presentations and Enterprise Risk Management participation.

Our Chief Legal Officer has responsibility for risk management performance throughout Nielsen and reports to our CEO and Board. The Board's Audit Committee is updated at each regular meeting on enterprise risk issues at Nielsen. Once a year, Nielsen's management team formally updates the Audit Committee on the company's Enterprise Risk Management process (discussed below) and the top risks that emerge from meetings with business leaders throughout the company. Within Nielsen, structurally independent teams are focused on managing financial and business risks. These teams include Corporate Reporting and Analysis, Corporate Audit, Treasury, Privacy, Compliance & Integrity, Security, and Business Quality and Compliance. Our corporate executive team's approach to addressing risks, and their ability to effectively respond to them, is tied to their compensation as part of a multidimensional, comprehensive view.

All Nielsen leaders have responsibility for ESG issues in some way. For example, the management of energy- and waste-reduction efforts is integrated into our management review process with senior leadership and our Technology/Operations Sustainability Council (discussed below). Our Chief Technology Officer oversees our data center efficiency efforts, which also aim to reduce energy use. Our Real Estate and Facilities staff also sets targets for the reduction of waste and energy across our operational footprint.

Finally, the GR&S team maintains a set of three leadership committees focused on various aspects of ESG risks and opportunities both within and beyond Nielsen. The Global Citizenship & Sustainability Council, launched in 2014, is composed of cross-functional leaders who are frequently called on to advise on aligning new and existing initiatives to ensure that Nielsen is continuously making progress in all areas of long-term citizenship and sustainability. The Technology/Operations Sustainability Council focuses on connecting our global ESG efforts with our Path to 2020 across groups within the Tech/Ops function, such as Global Procurement, Finance, Technology, Real Estate, Architecture and Infrastructure. Finally, the Human Resources Sustainability Council embeds our global ESG efforts within our focus on sustainable workforce development and social impact, across groups within HR such as Compensation & Benefits, Talent Analytics, Talent Attraction & Retention and Talent Engagement & Development.



ERIC DALE

Chief Legal Officer,
Nielsen

The foundation of the work that we do at Nielsen is trust. Over more than 90 years, the integrity of our data and systems has been our most important asset. When you're in the business of trust, it means your word is your bond. In order for our work to have value, this commitment to integrity must be present across all of our teams and interactions, every single day.

This is especially true for our Legal & Corporate Affairs (LCA) team. In 2017, we expanded our team beyond the traditional Legal function to include other critical functions for our business, like Global Responsibility & Sustainability; Government Relations & Public Policy; Security; and Enterprise Risk Management. While natural collaboration and communication had always been present across these and other teams, this new structure has allowed for more streamlined strategy and execution.

"Connected" is one of our core values at Nielsen. Our LCA team is a prime example of how this value of being connected works in action. Whether it's our intellectual property and litigation teams working to protect our assets or our data privacy team advising our operational and product leaders on data collection enhancements—being connected as a team is the only way we can all succeed together and create value for our clients, investors and the communities where we live and work around the globe.

This Nielsen Global Responsibility Report is focused on how our environmental, social and governance (ESG) strategy aligns with our core business. To say these are connected wouldn't tell the whole story—they are truly one and the same. The lines between ESG and business are blurred at Nielsen for a reason; we recognize how critical it is to operate in a responsible and sustainable way in order to be viable over the long term.

Ultimately it's our feeling of connection with each other that makes us effective and that helps give purpose to our work. It's a critical component of how Nielsen creates value for all of our constituents.



“Acting with integrity is important to me—not only for my job, but also for my family. In the work that we all do everyday, we have Nielsen’s reputation in our hands. I’m happy to be able to share this message about the importance of integrity with all associates through my role as an Integrity Ambassador.”

Ana Laura Barro Guevara, Client Business Partner & Integrity Ambassador, México, Nielsen

COMPLIANCE & INTEGRITY

Our global Compliance & Integrity program is dedicated to ensuring ethical and compliant behavior across Nielsen—from the C-suite through to the most junior associates all over the world. Our [Code of Conduct](#) is a core element of this program.

The Code establishes clear expectations and guidelines 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 sets forth expectations and guidelines for positive behaviors, including treating everyone with respect, valuing diversity, protecting human rights and speaking up to report Code violations without fear of retaliation. Underlying the expectations and guidelines of the Code are more-detailed internal policies—for example, an Anti-Corruption Compliance Policy—to guide associates in their day-to-day activities.

We introduced a new, updated Code of Conduct in 2017. Our goal in updating the Code was to ensure the company's expectations and guidelines were clear and relevant to our associates. Our process involved a comprehensive review of the prior Code, benchmarking against industry peers and “best practice” codes, and consultation with leaders across Nielsen. Our Board of Directors approved the final Code; it's available in more than 45 languages and applies to all Nielsen associates, including employees of wholly owned, majority-owned or controlled subsidiaries, except for employees in France. We aim to get the Code adopted in France in 2018.

We ask our Board and all employees to certify that they understand and will abide by the Code. Certification for employees to the new Code launched in early 2018, following a mandatory online training course. Training and certification will be annual for all employees thereafter. Additionally, a Leading with Integrity training is available in the Manager Excellence learning path of our internal Learning Management System; this training covers how managers should (and should not) handle integrity reports that come to them. More than 1,000 managers have received this training since it was refreshed in the middle of 2017.

We conduct periodic live and online training and risk assessments to help ensure we comply with relevant anti-corruption laws, including the Foreign Corrupt Practices Act in the United States and the U.K. Bribery Act. In addition, our Corporate Audit Staff (CAS) team provides detailed questionnaires to local business contacts from Finance, Human Resources, Operations and Sales regarding their knowledge of anti-corruption obligations and any potentially corrupt payments. CAS reviews the responses and escalates any red flags. CAS also reviews financial disbursements to ensure proper controls are followed in high-risk areas such as business travel, entertainment and panel incentives.

Additionally, as it relates to our Accounts Payable process to mitigate sourcing risk, all new vendors are vetted by Global Procurement before being inputted into our vendor master database. Throughout our comprehensive vetting process, Nielsen uses a number of different external data sources to ensure, among other things, that there are no sanctions or law enforcement activity against the vendor and no regulatory enforcement actions in progress. We also conduct a world-check risk screening.

Our Integrity (formerly Ombudsman) Program encourages associates to Speak Up about any concerns of misconduct without fear of retaliation. Our Speak Up tools include a telephone and web helpline and email addresses to contact Compliance & Integrity Leaders. This is our primary grievance mechanism available to all Nielsen employees around the world. It is managed by the Compliance & Integrity team. Through Speak Up, our nine Compliance & Integrity Leaders intake reports of misconduct (directly or through the Integrity Helpline) and ensure that the concerns are reviewed and investigated in an impartial and timely fashion. Details about how to call the helpline or file a claim online—including direct contact information for Integrity Leaders by country—are available in our [Code of Conduct](#), on our intranet and on materials posted in offices.

2017 SPEAK UP POSTER CONTEST FINALISTS



In 2017 we held a poster contest in which associates worldwide designed a new Speak Up poster. Associates voted on the entries, and the winning poster (from Thailand) is now hung throughout offices around the world. The poster reinforces our Speak Up culture and provides contact information for raising concerns. We also include a link to the Integrity Helpline webform on the “favorites” bar in every associate’s browser on their Nielsen computer.

When a Code of Conduct violation is substantiated, an assessment is made as to whether discipline is required and, if so, what level of discipline. Discipline can vary from warnings to termination.

In 2017 we enhanced the reach of our Compliance & Integrity program with the launch of our Integrity Ambassador program. Currently active in 29 countries, the Integrity Ambassadors serve as “diplomats” of integrity in our offices, spreading the word about Nielsen’s expectations for ethical behavior, how to find answers to questions about doing the right thing and how to raise a concern when something doesn’t seem right. The Ambassadors are building communication plans tailored to each particular market, participating in town halls and building awareness of expectations and resources, all of which helps to ensure compliance with our Code of Conduct. We plan to gradually roll out the Ambassador program globally.



VINAY JOSHI

Associate Director,
RMS Service, India, and
Integrity Ambassador,
Mumbai, Nielsen

Our business is all about data. We have lots of security measures in place, but integrity is the job of every employee. In order for us to be effective in that, we need to have a lot of awareness about what we should and should not do. No matter whether it's a client or an internal stakeholder, there are boundaries in terms of data sharing and what is acceptable behavior. An awareness of where those boundaries exist is critical.

Through this Integrity Ambassador role, I can help broaden this awareness and make it more impactful so that our data is protected and our employees feel secure. We know we can prevent business issues when we take good care of integrity. Through working across different functions, I feel I can make a meaningful contribution to this effort.

What we Integrity Ambassadors add is an intangible, but it is the basis of the way Nielsen is expected to conduct its business around the globe.



HAMMAD FAROOQUI

Key Strategy Program
Leader, Middle East,
Pakistan, North & West
Africa, and Integrity
Ambassador, UAE & KSA,
Nielsen

My experience as an Integrity Ambassador started with a town hall meeting, which gave me the opportunity to share our global focus on integrity with a broad audience across the area I cover. I only got 10 minutes on that first agenda, but the enthusiasm and the interest were extraordinary. We had associates engaging with each other on everything from how to report integrity concerns to what qualifies as an integrity issue. I was able to share examples that resonated with the group. One of these examples was a scenario where a group of commercial associates were talking in the elevator about revenue numbers, not thinking about how they might be exposing sensitive information.

We hosted five more sessions after that first one, focusing each time on what integrity means both broadly and for specific functions such as commercial teams, field auditors and operations leaders. These sessions gave us an opportunity to maximize our associates' understanding of what integrity means for them, and how to report any concerns they might have. The best part of my role as an Integrity Ambassador is seeing this engagement and enthusiasm from associates talking about what integrity means for them individually, and for our business. So far, we have reached out to more than 1,000 associates within the region.

We're also focusing on engaging team leaders and managers, as associates often reach out to their managers to report integrity issues. It's important for us to proactively train them on how to handle these discussions and the steps to take when integrity concerns have been raised.

I was already a part of our local Integrity Council when this opportunity to become an Integrity Ambassador for my region came up, so it was a natural fit. I work on an Operations team, so I already enjoy engaging with a wide range of different people and teams. In different roles I've had at Nielsen, I've been part of investigations processes in the past, which has been valuable experience to have in this role as an Integrity Ambassador. All of these activities have motivated me to continue my journey within the program to increase awareness and help stop potential integrity issues.



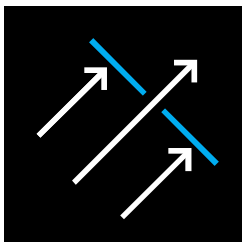
“Through the Integrity Ambassador program, we’re connecting teams across the world. Getting to know the knowledge from other markets helps us all improve.”

**Amr Ashmawy, Field Operations Leader,
Egypt and West Africa, & Integrity Ambassador, Egypt, Nielsen**



“As I became more involved and informed about integrity issues, I decided to take on the additional role of Integrity Ambassador for the Netherlands. Becoming an official Integrity Ambassador within Nielsen is a learning process for me as well, and these learnings can be applied to my other job activities, or even personal activities outside Nielsen. The Integrity process aims to get all the facts clear, without personal interpretation or assumptions.”

**John Dix, Secretary, Central Works Council
& Integrity Ambassador, Netherlands, Nielsen**



“My purpose in life is to leave a personal integrity footprint that can build a culture of integrity around me. I believe the secret of a happy life is to find out one’s destiny and then do it. By acting with integrity and helping others to do the same, we can create an environment in which integrity is the baseline. I’m thrilled to lead the Global Integrity Ambassadors Program as we continue to grow the impact that our Ambassadors are working to spread around the world. I believe that the secret to the success of the program is to be of value in the way we do business.”

Denise Guillén, VP, Legal and Compliance and Integrity Leader, LATAM, Nielsen

RISK MANAGEMENT

Like all companies, Nielsen is not exempt from certain risks that could materially and adversely affect our company. Our [10-K](#) includes detail on the risks we face, including issues relating to emerging technology, privacy, cyber security, corruption and fraud, among others.

Our ERM Process

Our Enterprise Risk Management (ERM) framework helps us to identify, evaluate, manage and develop mitigation plans for financial and non-financial risks. The goal of our ERM program is to ensure that leaders are well-informed about Nielsen’s risk landscape so they can make educated, strategic decisions that lead to sustainable growth. Through this program, regional business owners are required to report back on their assessment of business risks in 21 specific categories, and corporate business leaders are required to report on risks in seven categories.

Three of the risk categories are explicitly related to ESG issues: Climate Change; Health, Safety & Human Rights; and Disaster Recovery/Business Continuity. Climate Change was added in early 2018; climate change-related issues were previously addressed under Disaster Recovery/Business Continuity. The new climate category includes adverse financial, strategic or operational impact as a result of—among other risks—an inability to provide climate-focused solutions to address the unique needs of businesses in a climate-impacted world. Also, we recently completed our first global [climate risk assessment](#), which looked at climate-related physical and transition risks for Nielsen in the short and long terms.

Health, safety and human rights risks are linked to adverse financial, legal and reputational impacts as a result of failure to provide safe working environments for our employees, or to protect employees from discrimination, harassment or external threats. Disaster recovery and business continuity risks are linked to adverse impacts resulting from the inability to properly respond, continue business operations or meet client demands in the event of unforeseen incidents, including natural or manmade disasters.

When a crisis event occurs that has either a close proximity to a Nielsen office or is a location where there could be impacts on Nielsen employees, we utilize a tool that allows us to see whether there are any employees in the area traveling or working. We collaborate across teams to confirm the safety of all associates and provide support if needed. Each market is responsible for their own business continuity operations and planning. When there is a potential crisis, the Global Security team will partner with the business to discuss their crisis and backup plans for the business. Depending on the region and the market, this can vary from alternate office locations, food, water and emergency equipment such as a generator.

To ensure we remain prepared, we recently added a team within our Technology & Operations function focused on business continuity and disaster recovery planning. Watch this video interview with Edwin Kataro, Program Director, Business Resiliency, Nielsen, for more information about our continuing efforts in this area:



Our ERM process has evolved and matured in recent years with the assistance of an external ERM advisor, leading to changes in how, and how often, we share risk information. Starting in 2018, we will hold one formal risk reporting meeting with the ERM Leadership Committee (composed of top executives) and three less formal, more collaborative “risk-sharing” conference calls with risk owners and risk experts across functions and geographies.

Overall, this ERM process raises awareness across all functions regarding emerging and evolving risks, providing leaders with a more robust understanding of our current and potential risks in order to put plans in place to mitigate those risks. To help ensure an effective risk culture throughout the company and foster continuous improvement, the ERM process is supplemented with weekly newsletters, onboarding trainings, workshops and social media posts relating to risk management. Learn more about how our ERM process has evolved by watching this video interview with Mandy Straka, Director, Security, Nielsen:



RISK MANAGEMENT OUTSIDE THE ERM PROCESS

We also consider and address key risks outside of the formal ERM process. For example, we are building a training program for associates whose roles involve greater corruption risk exposure and those who can most effectively detect and prevent corruption. Also, our global Finance organization receives anti-corruption training each year. From a purchasing risk perspective, all purchases at Nielsen require approval to ensure they are appropriate. For the vast majority of purchases, this occurs through the workflow associated with our Purchase Order system. Before purchases can be made from new vendors, approval must be obtained as part of the vetting process to add a new vendor to our master list.

Beyond our focus on anti-corruption and purchasing, we have invested in an overall global financial controllership organization. Maintaining strong financial controls helps ensure that our financial statements are materially accurate, and this is a pivotal part of Nielsen's culture. At Nielsen, we have over 100 employees dedicated to financial controllership around the world, including general accounting associates, billing/credit/collections associates, consolidation teams, operational controllers, revenue controllers, market controllers, corporate controllers and our Global Financial Controlling Center of Excellence leaders. This vast network provides Nielsen coverage

over all the countries in which we operate, from both a statutory and a U.S. Generally Accepted Accounting Principles (GAAP) point of view. This team is responsible for closing the books on a monthly basis, reconciling all general ledger accounts, ensuring that financial systems align, and reviewing and understanding balance sheet movements. Our controllers also support various audits each year, including local GAAP audits, internal audits and Sarbanes-Oxley Act audits. It is important that our controllers be connected to the businesses they support as well. This allows the team to be better business partners, assisting in various process improvement and simplification projects.

In addition, we have a Corporate Audit Staff (CAS), whose mission is to provide assurance and advice, and enable accelerated growth for our global business in order to address tomorrow's risk today. This mission is executed through an operating framework referred to internally as "Triple A": Assure, Advise, Accelerate.

CAS's Assure pillar is focused on audit, which is the core of what they do. Through their audits, CAS independently reviews the accuracy of financial information, assesses financial processes and evaluates the effectiveness of financial controls for Nielsen's global business units. The audits are split into two sections: Sarbanes-Oxley and risk-based reviews. Through this approach, CAS ensures coverage of Nielsen's largest entities as well as high-risk entities that are selected based on several criteria, including but not limited to integrity concerns, turnover, growth and other risk indicators identified by management. In 2017, CAS audits and reviews substantially covered our global revenue and assets, and overall coverage increased year-over-year. The results of CAS's reviews are reported quarterly to the Chief Financial Officer and the Board's Audit Committee.

CAS's Advise pillar is built around strong business partnership while maintaining independence. CAS stays engaged post-audit and consults control owners throughout remediation to ensure solutions are efficient and sustainable in the long term. CAS uses its audit expertise to partner on strategic initiatives and drive regionwide control improvements when risks or gaps are identified. For example, in 2017 CAS designed and rolled out a global payroll control framework and performed assessments of recent acquisitions to ensure smooth integrations. Another key objective within the Advise pillar is to help identify and mitigate emerging risk that may disrupt our operations and harm client relationships. As one example of this, a new Information Technology audit team was formed in 2017 to more effectively address our ERM risks of Emerging Technology, Data Privacy and Cyber Security.

Through the Accelerate pillar, CAS has been focused over the past year on promoting a digital culture by embedding analytics and automation into their processes, with a goal to increase efficiency by 20%. In 2017, CAS added a digital enablement lead to the team whose role is solely focused on achieving this goal. CAS's longer-term objective is to build upon these efficiencies and completely digitize the audit process, which will enable increased annual audit coverage and will also allow more time for advising global business leaders on the rapidly changing risk landscape. The CAS team continues to act as a valuable partner in growing our global business with integrity.

In addition, our Buy Internal Audit team performs independent assessments of critical operational controls to determine compliance and execution effectiveness against established Nielsen standards and benchmarks. In 2016, this audit team performed end-to-end Retail Measurement Services (RMS) quality audits of Nielsen operations in Russia, Mexico and Romania and targeted audits of our data collection processes in Algeria, Bangladesh and Bosnia. In 2017, end-to-end audits of RMS operations in the Philippines, Nigeria, Colombia, Egypt, Ukraine, South Korea, Brazil, Indonesia, Australia, Dominican Republic and Turkey were performed, along with targeted audits of our data collection processes in Pakistan, Morocco, Kuwait and Bahrain. In parallel, the team began auditing Consumer Insights & Innovation processes beginning with Malaysia, Egypt and South Korea.

In early 2017, this team began performing audits of human rights and integrity related risks and controls. To do this, the team added relevant indicators related to human rights, integrity, data security and safety, including items such as compensation records, employee time logs, facilities accessibility and disaster recovery plans. All findings are presented to the local teams and tracked until remediation plans are complete.

Also in 2017, we put particular focus on tightening controls and reducing risks relating to the integration of acquired companies. As noted [previously](#), acquisitions are an important part of our business strategy; we've executed 15 in just the last three years. To make the integration process more efficient and secure, our Global Technology & Operations function organized a cross-functional team in 2017 to assess the integration of recent acquisitions and identify any risk gaps. By the end of the year, the team succeeded in closing more than two-thirds of the gaps, including those of highest priority (primarily around cyber security). To learn more about our strategic integration process, watch this video with Patrick Dineen, SVP, M&A Technology Integration, Nielsen, and Deborah Whalen, VP, Corporate Development Integration Program Lead, Nielsen:





NATALIA WAGNER

VP, Buy Internal Audit,
Nielsen

In my role leading our Buy Internal Audit team, I'm focused every day on both understanding the risks that our business faces and developing the processes and protocols we need to mitigate those risks. Since joining Nielsen in 2010, I've had the opportunity to increase my knowledge of end-to-end operations through a variety of different roles serving the global Nielsen community. This isn't static—whether in my own career or in addressing our diverse risk landscape, it's an exciting and always-evolving process.

I have always wanted to help improve the lives of others. When I joined Nielsen's Operations Emerging Leaders Program in 2010, I had no idea if this motivation could be fulfilled at Nielsen, or even what Operations at this company really looked like. Nielsen's unique business model and our purpose to enable efficiency for the clients and markets we serve—in order to yield greater prosperity—was all new to me. My rotations as an Operations Emerging Leader Associate were served across both our Watch and Buy businesses, and I rolled off the program into a global client service role. While these experiences gave me snapshots into Nielsen, I wanted to understand how it all fit together.

A few years into my career at Nielsen, I joined our Corporate Audit Staff, where I spent three years executing financial and information technology audits to understand and assess risks, all in order to promote sound controllership globally. It was here that I was really able to broaden my scope and work with teams across many countries. I learned about control frameworks, how they were applied at Nielsen, and how to build comfort and confidence in our processes—not only for internal business owners but also for our external stakeholders. I became invested in educating teams on how to find fraud or non-compliance, as well as sharing best practices in order to enhance our collective impact.

The transition to my current role was a clear one. I was tasked with building an end-to-end audit framework for our Buy-side operations, ensuring that key areas of risks to client deliverables are identified through independent assessments of critical operational controls to determine compliance and execution effectiveness against established Nielsen standards.

Working under the Internal Audit umbrella, along with my team of highly experienced auditors, from 2016 to 2017 we tripled the number of audits performed and added in additional elements that are helping us expand our footprint. From the beginning of my career at Nielsen, I have always been invested in serving the communities we work in outside of our core business. When we were approached about measuring compliance around human rights, employee safety and vendor/cooperator management components, I drove the inclusion

of those control checks for each of our future audits to support results reporting for the Compliance & Integrity and Global Responsibility & Sustainability teams. This has led to more proactive risk mitigation, increased transparency and has helped to reinforce trust with our clients.

Overall, Nielsen has allowed me to grow my career and develop myself in ways that I never expected. I have been so fortunate to have lived in seven cities (across four countries) and see Nielsen operations in 19 countries! I am consistently humbled and inspired by my colleagues all over the world who work so diligently every day, despite potential challenges or setbacks, to ensure our company is best in class. This is a constant reminder of how my personal mission is intrinsically connected with Nielsen's.

DATA PRIVACY, SECURITY & INTEGRITY

Data is what we do at Nielsen—collecting, analyzing and enabling our clients to make strategic decisions based on relevant and methodologically sound data. It's no surprise, then, that data privacy, security and integrity are considered key enterprise risks for our company. These issues rose to the top in both of our non-financial materiality analyses, covering 2014-2015 and 2016-2017, respectively.

INFORMATION SECURITY

We are committed to protecting the security of all client and consumer information. Our Cyber Security Program is grounded in internationally recognized data protection principles. The Cyber Security team works to protect Nielsen's data, systems and networks from internal and external cyber security threats by implementing leading-edge security technologies and industry best practices in security planning, implementation, management and operations. Watch this video interview with Marina Spyrou, SVP, Global Security Leader, Nielsen, for more information about how we manage these risks:



We focus our ongoing cyber security efforts in the following key areas:

Policy and Governance: Nielsen's Cyber Security Policy defines the minimum set of controls necessary to uphold the company's reputation and protect information. The policy is based on several authoritative sources, including industry standard frameworks and regulatory requirements. Controls within the policy are tiered to ensure that appropriate protection is provided for each classification of information (e.g., public, internal, confidential and confidential restricted). The policy is reviewed and updated at least annually and translated into 20 languages. If controls cannot be met, we have a defined exception process that allows for a review of business justification and impact while considering additional or alternative mitigating controls before approval is considered.

Awareness: Our [Code of Conduct](#) sets expectations for all employees to protect confidential information, defines examples of confidential information, stresses the prevention of unauthorized disclosure and links directly to our Cyber Security Policy. We also conduct regular cyber security trainings. In 2017, the Cyber Security team contracted with a leading vendor to provide security awareness and phishing campaign materials on their hosted platform. In 2016, we implemented a required online training course that 98% of our global associates completed. All new employees are required to complete a cyber security training within their first 30 days at Nielsen. Information is also shared with associates throughout the year—through newsletter articles, social media posts, panel discussions and more—on topics such as the secure use of Wi-Fi, preventing unauthorized access, and disposal of data and equipment, among many other topics. Also, simulated phishing attacks are sent to associates regularly, to improve employees' resistance to responding to malicious emails. If a user responds by clicking, a training screen appears immediately and a more detailed training course is assigned for completion within 30 days.

Risk Management: Our Cyber Security team uses the ISACA risk management framework, with a focus on identifying cyber security risks in business streams, educating the business owners of the risks and consulting on mitigation options. Risk assessments are completed in a matrix approach that covers selected controls across a specific service, product or business process.

In coordination with Legal, the Cyber Security team regularly reviews and provides recommended language regarding information security for client and third-party contracts. The contracts may include specific security control requirements, specialized reporting and response procedures in the event of an incident, self-certification procedures and audit right definitions. When Nielsen acquires a new company, the team works to ensure that their technologies and processes are securely integrated and adhere to the Cyber Security Policy. The team has testers on staff who are responsible for vulnerability assessments, penetration testing, prioritization of findings and consultation on remediation.

Third parties who are receiving confidential or confidential restricted data from Nielsen undergo a cyber security risk assessment to ensure they are able to protect the information adequately.

Security Architecture and Engineering: When we're developing or deploying critical systems, our Cyber Security team works closely with our Infrastructure and Application Development teams to build security in from the beginning of the software development lifecycle, as opposed to hardening a system after deployment. The team helps to define requirements, create secure designs and test the system for vulnerabilities in advance of release.

Incident Management: Nielsen has a robust process for responding to incidents, including cyber security incidents as well as corporate Code of Conduct violations globally. The process includes triage, investigation, evidence collection and storage, root cause analysis and incident resolution with executive reporting. Internal investigations cover a broad range of allegations, primarily related to Code of Conduct violations. These investigations are handled by the investigative team within our Legal department and coordinated with Human Resources as needed. They may result in the termination or resignation of individuals.

Cyber security incidents are responded to by the Cyber Security team. The team maintains an executive Cyber Security Incident Response Plan that details the response framework, executive decision making roles, prioritization and escalation of defined events, supporting procedures and response management. The plan also includes specific procedures that address the handling of privacy breaches. Our Legal Privacy group is responsible for the determination and notifications that are a result of a reportable privacy breach.

GLOBAL SECURITY & RISK

Our Global Security & Risk team's focus is on protecting our people, our intellectual property and Nielsen's global reputation for integrity. We also provide leadership as it relates to crisis management. Watch this video with Bob Messemer, Chief Security Officer, Nielsen, to learn more about our approach:



DATA PRIVACY

For consumers to willingly share information with us, they have to trust us. We take seriously our commitment to keeping all personal and confidential data private.

Our approach to privacy centers on minimizing an individual's identifiability within our processing operations to the greatest extent possible while still observing sound data science and market research methodologies to extract research insights from individual-level data. Much of the data we use is masked or pseudonymized in various ways within our systems to protect individuals from direct identification, and we have controls in place to prevent individuals from being reidentified from data provided to our clients. 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 and Data Use 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 individual-level data, including during the development or assessment of new processes or technology, as well as by all Nielsen affiliates, subsidiaries, majority-owned joint ventures, associates and contractors.

The policy is organized around a set of high-level principles: privacy by design, trust and accountability, notice, choice, data quality, data minimization, limited use and retention, access and correction, children's data, cross-border transfers of data, transfers of data to third parties and data security.

Our privacy compliance program consists of:

- Policies and procedures to implement legal requirements and give effect to individual rights under privacy laws;
- A dedicated team of experienced privacy professionals to provide oversight and expertise;
- Privacy and security training for all employees, along with ongoing communications on specific topics;
- An approach of including privacy by design into our products and services;
- Security and contractual controls to limit our employees' and service providers' access to personal data in our systems by role, and to limit onward transfer of personal data handled on our behalf;
- Response procedures to deal with data security incidents or other issues; and
- Continuous review and improvement of all aspects of our program.

Where we perform measurement of the general public or our services support interest-based advertising, we do so using anonymized or pseudonymized data. We maintain extensive privacy notices on the [Privacy](#) page of our website describing the various types of data collection and use in which Nielsen engages, and we provide the public with instructions for how to opt out of our measurement products. Our subsidiary, eXelate, part of Nielsen Marketing Cloud, maintains a cutting-edge preference manager on its website, which enables individuals to see—and customize—in real-time the information that eXelate cookies associate with their devices. Additionally, Nielsen Marketing Cloud is a member of the Digital Advertising Alliance (DAA), the Network Advertising Initiative (NAI) and the European DAA, and adheres to the privacy codes of conduct of these organizations applicable to online advertising enablement, which the rest of Nielsen does not perform. We also prohibit our clients from identifying individuals with the data we provide them, or from using our data to make decisions relating to employment, housing, credit or insurance.

We investigate complaints regarding our privacy and data use practices and take remedial action where appropriate. Any Nielsen associate who receives a privacy-related complaint must escalate it to Nielsen Privacy. The general public can reach out through a dedicated page for [privacy inquiries](#) on our website.

Finally, we actively prepared for the European Union's General Data Protection Regulation (GDPR), which went into effect in May 2018. Our cross-functional GDPR team was led by our Chief Privacy Officer and included our GDPR Program Manager, EU Data Protection Officer and Legal Privacy team, as well as senior representatives from our Data Security, Engineering, Process Improvement and Technology teams. Over 20 workstreams were managed daily, and progress was tracked continuously. We also provided periodic progress reports to top management and the Nielsen Board of Directors.

Watch this video with Ben Hayes, Chief Privacy Officer, Nielsen; Meredith Grauer, Deputy General Counsel - Privacy, Nielsen; and David Stevens, Data Protection Officer - EU, Nielsen, for more information about our ongoing efforts across all aspects of our data privacy strategy:



INNOVATION

To provide The Science Behind What's Next™, Nielsen has to stay ahead of the curve—ahead of consumer trends, ahead of technological developments, ahead of our clients' needs. That's why innovation is critical to our success. In fact, future-focused leadership and innovation was identified as one of the most essential areas for our long-term success in [our most recent non-financial materiality assessment](#).

We are constantly seeking out the new, the cutting-edge—the breakthrough idea, process or technology. These innovations need to be useful, feasible and valuable—practical for the clients and industries we serve now or in the near term. Sometimes we develop innovations ourselves, other times we incorporate the best thinking in the marketplace through dialogue with our clients, business partnerships or additive mergers and acquisitions.

Our strategic approach to innovation starts from within. Our internal development programs create patented new technology, and our externally facing programs build on this approach through strategic alliances, acquisitions, ventures and startups that allow us to grow our capabilities and support new and disruptive ideas and businesses both within and beyond Nielsen.

Launched in 2013, our [Nielsen Innovate Fund](#) is an early-stage technology incubator and investment fund in Israel focused on areas including market research, consumer behavior, data analytics, marketing and advertising solutions, campaign effectiveness measurement and new media. Through Nielsen Innovate, we provide the startups in the program with capital, a place to work, mentorship and a host of other services, in exchange for a modest investment stake. We also support growth over time, including creating mutually beneficial testing and learning opportunities for these early-stage entrepreneurs with Nielsen clients where applicable.

About a third of the companies that come through Nielsen Innovate end up selling services to Nielsen clients, creating value for both these new businesses and our clients. To date, more than 20 companies have been launched through this program. We're proud that two of them have achieved scale leading to a sale: Crosssense (sold to a Nielsen vendor) and vBrand (purchased by Nielsen).

One of the ways we bridge our internal and external innovation programs is through our Nielsen Fast Pitch contest. This annual contest is an opportunity for Nielsen associates to share and work on new ideas, further enhancing our culture of open innovation. As a result of our Fast

Pitch contest in 2016, we co-founded Brainvu, a virtual reality research startup. Our Operations team also has an ongoing Innovations Challenge through which associates can contribute ideas to help reduce cycle times, minimize costs and improve the quality of the data that our clients use.

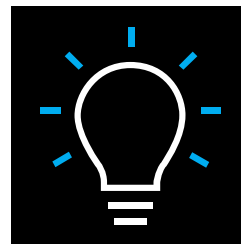
In addition, through our Nielsen Ventures team, we invest in companies that are disrupting the Buy and Watch landscape globally. This all also supports our [Connected Partner Program](#), a data- and revenue-sharing platform that drives growth for Nielsen as well as other participating organizations.

RECENT DEVELOPMENTS

In line with our Path to 2020 plan, we are investing in automation and machine learning, which will drive significant efficiency and growth for Nielsen. Our plans for full automation in Watch and Buy data collection, for example, will bring benefits in quality, speed and flexibility, along with the ability to capture new data sets and provide real-time data.

One recent breakthrough on this path is the Nano meter, which was developed by Nielsen engineers and is currently being rolled out across our global footprint. Together with the streaming meter, this device enables us to more efficiently capture what's being watched in a panelist's household, whether on a TV, iPad, smartphone or other devices; the Nano meter includes Bluetooth technology, so it can communicate with any other Bluetooth device in the house. Essentially, the Nano meter measures who's watching and what they are watching; the streaming meter tells us the exact source of streaming.

The Nano meter is much smaller and simpler to install than our current meters—less than half the weight and size—and as a result is far less intrusive in a panelist's home. This lighter weight should also translate into reduced production time and energy for our manufacturing suppliers, providing benefits beyond those for our panelists. The Nano meter is powered directly by the television or by a standalone power supply and is used in both the United States and international markets. With the new measurement technology that the Nano meter provides, paired with the remote technology we acquired with Qterics, we will be able to solve for common maintenance issues remotely and collect all data more efficiently. We're excited about the positive effect this will have on our environmental impact, particularly as it relates to a reduction in the number of trips our technicians must take to install and maintain our equipment. And for our clients, the result is the best possible picture of what every person in our panelist households is watching.



“You must not be afraid to fail. Brainstorming ideas, programming them, testing them out—the vast majority will not go anywhere, be it failing in required performance, accuracy, speed or logical consistency. Nielsen has given not only the encouragement to try those ideas, but the freedom and flexibility in time and resources to test them, knowing that there will be false starts and dead ends on the way to a solution. Collaboration and teamwork are vital, both in helping to build the proposed solution but also the confidence to speak up and find counter-arguments during the process. These constructive criticisms are not a negative on the great work already being done, but recommendations on how to make the solution better for the company and clients.”

**Mike Sheppard, Principal
Scientist, Data Science,
Global R&D, Nielsen**

On the Buy side, eCollection is a new technology that holds a lot of promise for more quickly capturing information on how a product is displayed in a store. Traditionally, for example, an auditor would assess how much product is on an end-cap display in a grocery store by scanning the barcodes of each type of item, entering the price for each and then doing a quick manual count of how many there are of each. With eCollection, they will be able to simply snap a photo with a smartphone and be done. The photo will subsequently be analyzed with techniques such as deep learning and optical character recognition, and overlaid with our reference data to determine the type, number and cost of the items.

We're committed to continuing to deliver for our clients and for the environment as we develop new technologies that will enable our Path to 2020 and beyond.

INTELLECTUAL PROPERTY

To incentivize innovations within Nielsen, we proactively encourage associates to identify and submit potentially novel, commercially important innovations for patent filing consideration. In-person training, online materials and videos help to raise awareness of our intellectual property (IP) practices. Our Inventors@Nielsen Reward & Recognition Program, for example, is designed to promote, incent and support growth through innovation; protect Nielsen's development investments; recognize creativity and hard work; and say "thank you" to associates. The program has standard inventor incentives across our business worldwide and contributes to building our intellectual currency.

In part because of these efforts, Nielsen now holds 10 times more U.S. patents than we did a decade ago, with similar growth in non-U.S. patents. As of May 2018, our patent portfolio includes 2,964 patent assets worldwide, including 1,027 U.S. and 1,008 foreign patents granted as well as 496 U.S. and 433 foreign patent applications pending. In 2017 alone, Nielsen had 152 U.S. patents granted, including 27 for Gracenote, which we acquired in early 2017. Also in recognition of our innovation, Nielsen has won three Emmy Awards and three Edison Awards.

Our patent holdings extend to all commercially important products and services, with significantly greater patent coverage in our Watch business, which is more technology-driven than Buy. In Watch, we have patents for our new Nano meter, return path data, watermarking and signaturing technologies, Digital Ad Ratings, meters, on-off detection, the people meter and demographic methodologies. We also have a significant portfolio covering the use of neuroscience methods to assess marketing effectiveness.



"My experience as an inventor at Nielsen has been incredibly positive. The Intellectual Property team has streamlined the whole application submission process, making it very easy to submit an idea for peer and legal review, and then conversion into an official U.S. patent submission. I've been very fortunate to work in an environment where innovation is part of our culture and so strongly supported and appreciated."

**Steve Splaine, Director,
Engineering, Nielsen**



DAVE WRIGHT

Global Engineering
Leader, Audience
Measurement,
Nielsen

Being part of a team that solves complex problems inspires me. Here at Nielsen and especially in Global Engineering, innovation is at our core. We proudly seek out opportunities to invent and be thought leaders. But that genesis doesn't usually start in some elaborate way. It often starts with a group of diverse, cross-functional people having a conversation—perhaps gathered around a whiteboard or collaborating on a multi-country call, when that great beginning starts: “What if we tried this...?”

No matter where that spark starts, sometimes something extremely unique emerges—whether it be a new piece of technology or even a new way to apply a concept. And that's where Nielsen takes it to a whole new level with our patent program. We are lucky to have a strong support system with our Intellectual Property staff at the ready to help guide us. I've worked at other technology companies, and while they had pockets of innovation, the investment in the patent process just wasn't there. Nielsen guides us through the process, including the patent application and submission.

My advice to all potential inventors: don't be intimidated. I would like to personally encourage everyone at Nielsen who solves problems and develops interesting systems to reach out to our IP team. Take that first step—and who knows, you might be on a stage one day accepting your first patent award.

THE POWER OF COLLABORATION

Another way we are seeking to drive innovation—for Nielsen and for the retail and fast-moving consumer goods (FMCG) industries as a whole—is through our [Connected Partner Program](#). Launched in 2016, the Connected Partner Program aims to leverage Nielsen's data and client connections to collaborate with others servicing the retail and FMCG fields in an open data ecosystem. Partner companies can use Nielsen's data in their own solutions for clients, or provide new datasets to Nielsen for us to utilize in our solutions with shared clients. Either way, the sharing of data and ideas has the potential to spark breakthrough advances for the whole industry. To date, the Connected Partner Program has successfully grown to include more than 45 active partner companies.

We recognize the collective opportunity we have to enable and create more sustainable options for consumers through this collaborative program. A number of our Connected Partners have recognized solutions related to sustainability, diversity and inclusion, as well as health and wellness. These include, but are not limited to, Connected Partners such as [Prevedere](#), [HowGood](#) and [Collage Group](#).

SUSTAINABILITY SERVICES & ENGAGEMENT

Just as Nielsen has put more focus on environmental, social and governance (ESG) issues in recent years, so have our clients. More and more companies are seeking to make their operations—and their products—more sustainable and responsible. Our research, data and insights can help them do that.

In the fast-moving consumer goods (FMCG) industry, for example, the rising trend in consumer preferences for [healthier food and drink options](#)—and for transparency about ingredients and their provenance—has had a profound effect. Transparency is no longer a nice-to-have, but a must. Through a strategic alliance, we recently launched a new ingredient and label measurement tool, [Nielsen Product Insider](#), which is powered by Label Insight, a product data refinery platform. This tool combines data from Nielsen and Label Insight to help FMCG and retail clients better understand how ingredients and label claims are performing across the store. By helping clients understand the market potential for sustainable products and avoid producing less-sustainable options without consumer appeal, Nielsen data and insights contribute to a more efficient, lower-carbon economy.

In addition, we regularly conduct research for our clients about perceptions, issues and concerns relating to environmental sustainability and corporate responsibility. This information helps clients more efficiently develop products, services, partnerships and internal actions that consider ESG impacts. We also share key insights with the broader public, as in a recent [video on sustainability and business](#) and another on [trends in bottled—or rather, boxed—water](#). Similarly, we share research and insights about multicultural communities through our [Diverse Intelligence Series](#) of reports and special events. In 2017, this series focused on women of color.

Since 1971 in India, we have had a dedicated Social Research Team that has conducted more than 3,000 studies for government bodies and non-governmental organizations in the areas of health and nutrition; education and communication; water sanitation; economic development; and family and youth development. Among the Social Research Team's recent work are multiple surveys pertaining to childhood immunization in India for the United Nations (U.N.) Development Programme. Specifically, the team has conducted three rounds of [National Immunization Coverage Evaluation surveys](#), which have helped to identify communities with the highest prevalence of partially or entirely not immunized children. Based on this data, the U.N. and the Indian government have been able to implement “catch-up campaigns” to increase the coverage of immunization, which is seen as the most effective way to reduce child mortality in the country.

Finally, through [The Demand Institute](#), a non-profit think tank that Nielsen founded with The Conference Board, we help to illuminate how global consumer demand is evolving—including toward more sustainable options. The Institute, which helps government and business leaders align investments with where demand is headed, has produced a number of research reports in recent years, including on the future of [American communities](#) and on the [global digital consumer](#). The Demand Institute also coordinates the [Survey of Consumer Expectations](#), a monthly survey executed by Nielsen that focuses on Americans' economic expectations and experiences, for the Federal Reserve Bank of New York. The Demand Institute is also behind [Project 8](#). Nielsen contributes data and other resources to support the work done by the Institute.

We share insights with the general public about consumer trends and new innovations in our industry through [our Nielsen Database podcast](#), launched in 2017.

SUPPLY CHAIN

Our institutional spend with suppliers around the world comes with risks and impacts that are of concern to our company and our stakeholders—risks relating to climate change, energy use, human rights, conflict minerals and data privacy and security, among others. In our [most recent non-financial materiality assessment](#), supplier accountability was one of our most important environmental, social and governance (ESG) issues, as identified by Nielsen and external stakeholders.

As a global company, we have a unique and powerful platform to impact our world for the better. Like the immense purchasing power of individual consumers, our institutional spend of over \$2 billion can be a demand signal in the marketplace. About 70% of our spend is on technology and telecommunications. This category includes suppliers that are large, multinational enterprises based in the U.S. and Europe and, to a lesser degree, small to medium-sized companies in emerging markets. Another 20% is spent on marketing research, with the balance on a mix of professional services, real estate and travel.

Through our Global Procurement team, we seek to manage this supply chain in an ethical, legal and socially responsible manner. We solicit supplier diversity and sustainability information during the request for proposal (RfP) process for new suppliers. We screen 100% of new vendors on ethical criteria for corruption, sanctions and politically exposed persons. Our standard contract terms obligate our suppliers to abide by the [Nielsen Supplier Code of Conduct](#), which is available in 39 languages and conveys our expectations in areas such as human rights, health and

safety, environmental management, ethics and management systems. Nielsen's Supplier Code was adapted from the supplier code of conduct of the [Responsible Business Alliance](#), formerly the Electronic Industry Citizenship Coalition. We provide online training on the Code for suppliers. And in 2017, we trained 100% of our Global Procurement team on our Code, along with three Global Procurement team members who were trained to internally audit against the Code.

Our supply chain sustainability program systematically addresses the ESG risks and opportunities in our supply chain. In 2017, we published a [Program Report](#) summarizing the program's goals and progress after the first year of operation. Our [website](#) also includes detailed information on the program and our efforts to date. To learn more about the evolution of our supply chain sustainability program, watch this video interview with Jocelyn Azada, Manager, Supplier Diversity & Sustainability, Nielsen:



Our goal is for our supply chain sustainability program to cover up to 50% of spend with suppliers by the end of 2018. In 2017, the program covered 40% of our spend, up from 30% of spend in 2016, the first year of the program.

In 2016 and 2017, we requested sustainability assessments from suppliers who met at least one of the following criteria:

- Critical to our core business of measuring what consumers watch and what they buy;
- Part of the largest percentages of our spend; and/or
- Have high risk exposure in environmental, social or governance (ESG) performance.

These third-party assessments cover a variety of key ESG issues, including areas related to climate impacts and greenhouse gas emissions, energy consumption, waste management, human rights, anti-corruption, bribery and more. In 2017, 82 suppliers complied with our request, up from 54 in 2016. Both years, suppliers completing the assessments received an ESG scorecard, with a ranking from 1 to 100. The lowest-scoring supplier companies received corrective action plans aimed at helping increase their scores. We also developed a Supplier Toolkit in 2016, to assist in addressing issues flagged for improvement in the corrective action plans. In 2017, our lowest-scoring suppliers achieved an average 19% year-over-year increase in their scores, which exceeded our goal of an average 10% increase in these suppliers' scores. Based on the supplier assessments, we completed a risk and opportunity map of our top strategic suppliers, including a detailed look at each company as well as each supplier industry segment.

While the sustainability assessments have been voluntary to date, for 2018 we are adding a contractual provision to our Supplier Code requiring sustainability assessments from suppliers meeting spend, criticality and/or risk exposure criteria. Our goal for 2018 is for 100 of our top suppliers to be assessed.

Meaningful supplier engagement is the primary means by which we collaborate with suppliers to meet our program's sustainability goals. We do this through measurement and disclosure, continuous improvement and capacity building. Once a supplier enters our supply chain, our ESG performance assessment benchmarks them according to industry, size and country or countries of operation, along with ESG updates during regular business reviews. These assessments and regular business reviews serve as catalysts for meaningful supplier engagement on an ongoing basis.

By doing this, we ensure visibility into ESG risks and opportunities and drive higher standards within our own supply chain. Our sourcing managers engage with our suppliers with the goal of quantitatively improving sustainability performance at both the supplier and product/service level. Our Supplier Toolkit is used as a resource for our suppliers to improve their sustainability performance. The toolkit includes guidance for developing social, ethical and environmental policies, practices and reporting based on global standards and best practice. The toolkit also includes a comprehensive list of 150 performance indicators that suppliers can use to track ESG performance.

Overall, much of our supply chain work seeks to increase positive impacts (discussed in more detail on our [website](#)), such as [supplier diversity](#), environmentally preferable purchasing, impact sourcing, local sourcing and multi-stakeholder collaboration. For example, we published an [Environmentally Preferable Purchasing \(EPP\) Policy](#) in early 2017 that outlines six environmental principles Nielsen takes into account when making procurement decisions. Guided by these principles, we measured baseline environmental, supplier diversity and social metrics of major spend categories and identified 50 key performance indicators for real estate facilities management, paper, printing, electronic devices and fleet. We also combine our purchasing power with other institutions and seek to work with others on these issues; we are a founding member of the [Global Impact Sourcing Coalition](#) (GISC) and a member of the [Sustainable Purchasing Leadership Council](#) (SPLC).

In 2017, the second year of our program, we also took the step of aligning our supply chain sustainability program's goals with the United Nations' (U.N.) Sustainable Development Goals (SDGs) for people, planet and prosperity; we presented this alignment at public forums to over 3,500 people in Europe and the U.S., including at the U.N. Headquarters in New York. We understand that the business advantages for companies who embrace the U.N.'s Sustainable Development Goals include:

- Innovation that brings competitive advantage;
- Enhanced brand and reputation among customers, employees and the marketplace; and
- Relevance and impact in today's complex, fast-changing world.

With our objective of integrating ESG performance criteria into the way we manage our supply chain, we find the SDGs useful programmatically as a common framework agreed upon by the world community. More information about [how our strategy aligns with select SDGs](#) is included in the Our World section of this report.

SUPPLIER FEATURE: GRSA – OPTIMIZING TECHNOLOGY FOR PEOPLE, PLANET AND PROFIT

In 2016, we worked closely with GRSA, a global foodservice company, to update the cafeteria service in our São Paulo, Brazil, office. Through an RfP process, GRSA's winning bid used technological innovation to reduce our environmental impact and operating costs, and align with current consumer trends for health and sustainability.

GRSA installed a new energy-efficient oven and trash compactor in the cafeteria to realize operational efficiency gains and cost reductions according to our bid criteria. As a result, the amount of raw ingredients needed for food preparation decreased by 7%, with a corresponding cost reduction. Other reductions included water consumption by 21%, energy consumption by 57% and waste by 85%. Since the compactor shreds food, paper and other organic material and converts it to compost, Nielsen created an organic garden to supply the cafeteria with vegetables and provide food donations to communities near the office. The menu was also updated to include healthier, lighter and more flavorful options made with organic vegetables and fresh fruit from a local family producer.

"Our GRSA and Nielsen partnership began in December 2004, and over the years, we have adapted our service to meet the changing needs of Nielsen associates. Most recently, we've updated our cafeteria service for Nielsen to reflect environmental responsibility and consumer preferences for nutrition and health, while at the same time reducing cost. We appreciate working with a true partner like Nielsen to drive environmental, social and economic benefits for the whole value chain." –Rosaura Spinelli, Unit Manager, GRSA

IMPACT SOURCING

In 2016, Nielsen became a founding member of the [Global Impact Sourcing Coalition](#) (GISC), a collaborative initiative of global buyers and providers of business services, as well as other stakeholders. Impact sourcing refers to the practice of intentionally directing sourcing to suppliers who provide training, employment and career opportunities to impact workers—people who were previously long-term unemployed, are first-time workers or are living under the national poverty line. Impact sourcing has the power to fundamentally alter the trajectory of workers' lives and the lives of their families. It is a business-driven mechanism with a domino effect that contributes to the improved social and economic well-being of communities and nations.

Impact sourcing is a key initiative for aligning our supply chain with the SDGs. Through impact sourcing, we are addressing multiple SDGs, including SDG 1 (end poverty in all its forms everywhere) and SDG 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all).

In 2017, Nielsen engaged with two of our strategic suppliers with leading inclusive hiring programs to determine the baseline number of impact sourcing jobs in our supply chain. We determined that, as of December 2017, we had 342 such jobs in our supply chain in India. Our target is to increase this to 500 impact sourcing jobs by 2020.

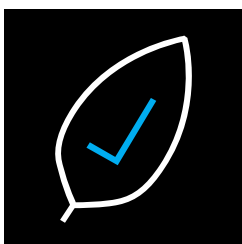
To help us achieve this goal, we developed an Impact Sourcing Buyer's Toolkit to raise awareness about impact sourcing among economic buyers and decision-makers for whom an impact sourcing supplier would be a good option. The toolkit includes a buyer's presentation; user-friendly fact sheets and case studies; a directory of providers; and an opportunity identification worksheet to take stock of where opportunities may be available within our company.

SUPPLIER FEATURE: TATA CONSULTANCY SERVICES – INNOVATION, ECONOMIC INCLUSION AND SOCIAL IMPACT

When we began approaching major suppliers on impact sourcing, we were pleased to find that Tata Consultancy Services (TCS) has a comprehensive inclusive hiring program to train, develop and advance workers from some of the poorest and most disadvantaged groups in India, where much of Nielsen's work with TCS occurs.

We worked with TCS, one of our most strategic suppliers, to understand the design and structure of their program, visited one of their training sites in Chennai and determined a baseline of 342 impact sourcing jobs included in the Nielsen account. Together, we set a goal of increasing the number of these jobs to 500 by 2020.

Because these jobs provide a strong entry point for employment for these workers, impact sourcing can profoundly impact a worker's livelihood and the quality of life for their household—in many cases offering a sustainable pathway out of poverty.



“Our supply chain sustainability program is responsible for managing our suppliers in a socially, ethically, environmentally and financially sound manner, to strengthen our company and to serve our clients better. Managing our supply chain responsibly contributes to Nielsen’s understanding of current and future client needs and helps us meet client requirements and exceed their expectations. These efforts to use our institutional spend as a positive influence with the thousands of suppliers in our supply chain are consistent with our company’s commitment to leadership in sustainability and responsibility.”

Jim Corbett, Chief Procurement Officer, Nielsen

HUMAN RIGHTS

Nielsen expects that our suppliers will support and respect the free exercise of human rights, including through compliance with applicable human rights and labor laws and the provision of safe and healthy working environments. We have published a [Commitment to Human Rights](#) that outlines our approach to human rights in our own operations and in our supply chain. Our [Supplier Code of Conduct](#) explicitly forbids forced labor, child labor, human trafficking and discrimination, and requires suppliers to respect the right of freedom of association. Furthermore, our [U.K. Modern Slavery Act](#) statement describes our efforts to mitigate the risk of modern slavery and forced labor in our supply chain.

The greatest human rights risk in our supply chain is with our contract electronics manufacturers, particularly in Asia. We work with Tier 1 and Tier 2 suppliers in this area to assess and engage them on their human rights practices. We aligned our Supplier Code with that of the Responsible Business Alliance (formerly the Electronic Industry Citizenship Coalition) to specifically address the risk of exposure to labor exploitation within the technology and electronics equipment manufacturing segments of our supply chain, as child labor and forced labor are significant risks within this sector.

Our Global Procurement organization works to ensure supplier compliance with our human rights policies through oversight that involves planning, control, monitoring, measurement, corrective action, auditing, review and reporting. Our Tier 1 and Tier 2 contract manufacturer suppliers undergo four levels of industry-specific and site-specific due diligence. The results of the assessments determine whether audits are needed by an external firm.

In addition, Nielsen senior staff visit production facilities quarterly to assess management systems and quality. During these visits, Nielsen visually checks the sites for building health and safety as well as child labor, and asks factory management questions related to any observations that give cause for concern. Approximately 70% of our Tier 1 and Tier 2 electronics suppliers received factory site visits in 2016 and 2017.

In the last two years, three members of our Global Procurement team have been trained by the Responsible Business Alliance to internally audit against our Supplier Code. Beginning in 2018, factory visits include internal audits against the Code.

SUPPLIER FEATURE: SAP – MAKING MARKETS MORE TRANSPARENT

Nielsen is an SAP Innovation Partner with SAP Ariba on Supplier Risk, a product it released in 2017. This product provides supplier risk data on a platform used by the world's largest global enterprises. The tool improves transparency and increases visibility into supplier environmental, social and governance (ESG) practices and policies, efficiently identifies potential risks and improves key areas of supply chain.

As an Innovation Partner, Nielsen works directly with SAP product development leaders and reviews early releases of the product to ensure that it is continually evolving to better drive business decisions that make a positive impact on ESG issues. Nielsen enables SAP to offer supplier insights that help Nielsen and other companies manage their ESG risk, and continues to do so as SAP Ariba releases quarterly updates to the platform.

In addition to general product development, Nielsen has worked on enabling enhanced due diligence with Made In A Free World's FRDM data for forced labor risk analysis. FRDM data is now available directly in SAP Ariba as a result of that work. This partnership demonstrates Nielsen's enduring commitment to Arthur C. Nielsen's view that "the price of light is less than the cost of darkness."

"Collectively, the Global 2000 spend \$12 trillion on goods and services annually. These companies have the buying power to ensure they provide fair labor practices across their supply chain, that they make opportunities available to minority- and women-owned businesses, and that no slave labor is being used to make their products. Nielsen is at the forefront of procurement with purpose, and we are pleased to be supplying them with solutions they can use to balance their costs with conscience and make a difference in the world." – Barry Padgett, President, SAP Ariba

CONFLICT MINERALS

Within the electronics manufacturing segments of our supply chain, Nielsen is exposed to risks relating to the extraction and use of conflict minerals. These minerals—tin, tantalum, tungsten and gold (3TG), which are common in electronics manufacturing—may be used to finance militia operations or may use forced labor in their extraction, particularly in Africa.

To mitigate this risk, Nielsen is a member of the [Responsible Minerals Initiative](#), the primary multi-stakeholder collaboration addressing ethical raw mineral sourcing. We also conduct due diligence and publicly report on the smelters in our supply chain in our [Conflict Minerals Disclosure](#), per the Dodd-Frank Act of 2010. Compliance with our conflict minerals due diligence is included in our contract language and our Supplier Code of Conduct.

The products requiring 3TG data collection and disclosure in our supply chain are the people meters and encoders designed by Nielsen Audio and manufactured by contract manufacturers. A Nielsen management team with representatives from Engineering, Global Procurement, Legal and Finance ensures compliance with our conflict mineral reporting requirements. We utilize a specialized, third-party provider to collect information from our direct suppliers with respect to the origin of the 3TG contained in the components and materials supplied to us. We also include sources of 3TG that are supplied to them from lower-tier suppliers.

Our third-party provider uses the conflict minerals reporting template developed by the Responsible Minerals Initiative to determine the usage of 3TG by suppliers. If template responses are insufficient or absent, Nielsen evaluates each case individually based on the likelihood of 3TG being present, the specific component and the availability of the component from other sources. Possible responses could include but are not limited to: suspension of purchasing the component from the given supplier; working with the supplier to obtain the 3TG data necessary for a determination of its sourcing; or designing out this particular component from our products going forward.

DIVERSITY & INCLUSION

Diversity and inclusion (D&I) are incredibly important to Nielsen—so important that the topic is not only one of our key [material issues](#) but merits its own [D&I report](#). We also maintain a [D&I page](#) on our website and regularly publish [diversity-focused news stories](#). This section of our Global Responsibility Report summarizes three aspects of our D&I efforts: diversity and inclusion in our workforce, in our supply chain and in providing useful market insights for our clients.

Overall, we have a five-pronged D&I strategy that focuses on leadership accountability, career development, retention, supplier diversity and education. Our efforts are overseen by our Chief Diversity Officer (CDO), Angela Talton, and underpinned by an Anti-Discrimination Policy that precludes discrimination on the basis of religion, race, gender, age, disability and sexual orientation.



ANGELA TALTON

Chief Diversity
Officer, Nielsen

Nielsen's business is predicated upon people—their preferences, choices and behaviors. Global population shifts are causing those behaviors to change at a rapid pace. Our investments in diverse talent and programming advance our ability to help clients anticipate and respond to those shifts.

We have long believed that diversity and inclusion are business imperatives, essential for our short and long term success. This belief has been borne out in [recent research](#), which shows that diverse teams are more innovative, smarter and produce superior results. For Nielsen specifically, the success of our business depends on collecting and analyzing consumer data that accurately reflects the diverse world we live in, and one way to help ensure we do that is by having a diverse workforce ourselves.

We are actively working to create and maintain a workforce that is reflective of the communities where we live and serve, as we recognize that each of the 100+ countries where we operate may have different definitions of what a diverse workforce looks like. We enlist to learn locally from each country about what improvements they would like to see from a diversity and inclusion perspective, utilizing a diversity journey to outline initiatives that build Awareness, Discovery, Understanding, Implementation and Realization of their local D&I goals to design tailored practices and initiatives that further a culture of diversity and inclusivity.

OUR WORKFORCE

In 2016, we began requiring diverse slates of candidates for open positions. The requirement first applied to job openings in the U.S. and in 2018 will expand to job openings worldwide. We define “diverse slates” in the U.S. as meaning that both an ethnically diverse candidate and a female candidate must be included among those considered for each position.

We seek to drive progress in diversity and inclusion through a number of internal groups and councils. These include but are not limited to:

- **Employee Resource Groups (ERGs).** ERGs are employee-led, volunteer organizations that promote open dialogue, engagement and leadership development. Our nine ERGs focus on recruitment and networking; professional development; education and engagement; and community outreach.



- **Nielsen Diversity Council (NDC).** The NDC is a cross-functional team of business, Human Resources (HR) and diversity and inclusion leaders who champion our diversity and inclusion programs and initiatives.
- **Nielsen Global Inclusion Council (NGIC).** The NGIC, which is composed of senior leaders and representatives from our ERGs, engages with global inclusion ambassadors, leaders and HR to identify where the country/region is on its diversity journey (Discovery, Awareness, Understanding, Implementation and Realization) and facilitate a plan to further diversity and inclusion locally.

- **Global Ambassador Program.** Established in 2016, the Global Ambassador Program is a subset of the NGIC. Made up of 20 global associates, the Ambassadors partner with local Nielsen business leaders, HR and ERG leaders to understand current practices and establish goals within each market.

Since 2012, we have partnered with business unit leaders to review their diversity scorecards quarterly. We are using this data to identify trends, share best practices and seek out opportunities for improvement. When a concerning increase in turnover within diverse groups was brought to light, we decided to cast a wider net and invest in professional development for various diverse segments of our employee population. In 2016, we hosted our first [Black Employee Forum](#) in Atlanta, Ga., and the first [Hispanic Employee Forum](#) was held in Fort Lauderdale, FL, in 2017. Both events were designed to provide visibility, access to senior leaders and information about strategic priorities, and the opportunity for networking and building relationships in a culturally authentic atmosphere. We plan to hold our first Asian Employee Forum in 2018, as well as future events to enrich other diverse groups within Nielsen in 2018 and beyond.



We also offer a variety of diversity and inclusion trainings for associates and managers, some of which are integrated into our onboarding programs and Manager Excellence curriculum. In 2017, more than 1,600 managers took our new Unconscious Bias training around the globe.

The Diverse Leadership Network (DLN) is Nielsen's leadership and career development platform for mid-career, high-potential talent. It is our most diverse program, by design, with at least 50% gender diversity and a target of 25% racial/ethnic diversity of each African-American, Hispanic/Latinx, Asian Pacific Islander and White participants. This 15-month leadership development program—which resembles a “mini-MBA”—is designed to identify, develop, accelerate and retain high-performing, high-potential

associates using a curriculum of customized executive education, challenging case studies and 1:1 coaching from senior leaders who help participants develop in their leadership styles. Since its launch in 2013, the program has reached 134 associates from the U.S., Canada and Mexico. In late 2017, we launched a DLN alumni program to support the continued development and engagement of the program's alumni network.



Finally, in 2016 we launched our first formal sponsorship program, matching our CEO and 14 members of our senior leadership team with a high-potential diverse group of associates. The one-year program provides advocacy for the associates as they pursue roles of greater responsibility in the organization. Sponsors provide exposure and create a differentiated experience by including their participant in unique professional development and shadowing experiences. As of Q4 2017, we have 100-percent retention of sponsored associates and 60-percent of participants in new roles since the start of the program. The program began in the U.S. in 2016 and is launching its second cohort covering North America (U.S., Mexico and Canada) in 2018. As we launch our second sponsorship program class, we'll continue to look for opportunities to expand and scale sponsorship at Nielsen based on best practices from this program.



MYRIAM VIDALON

Business Intelligence
Leader,
Input Operations,
Nielsen

I was part of the Diverse Leadership Network in 2014, after I had been with Nielsen for 11 years, all of which had been in Operations. Being part of the program was refreshing to my career, as I had the unique opportunity to share and learn from many colleagues around the company, coming from different backgrounds, experiences and parts of our “Nielsen family.” My appreciation and understanding of other teams skyrocketed. My coach and mentor provided me with ample opportunities to learn from the Commercial organization, and the many senior leaders supporting this program enabled me to understand the strategy, complexities and opportunities of our business.

Throughout the years, my many friendships made through DLN have enabled me to truly understand and vet my career path and professional growth objectives. To date, I still receive an occasional call from a new “cousin” (as we refer to the members of the Diverse Leadership Network) or I reach out to a fellow “cousin” to learn about an area of the business, solve problems or just catch up. I am very grateful to have been part of such an amazing leadership development network.

“I interned with the Legal department for three semesters during law school and gained valuable experience supporting the Nielsen Cares and Entertainment teams. I have been lucky to have amazing mentors and managers who have supported me through different positions at Nielsen after graduation. My internal business partners and development opportunities, like the Diverse Leadership Network, inspire and enable me to grow and tackle new challenges.”

Jessica, Senior Counsel, Legal & Corporate Affairs, New York City #ExperienceNielsen

Hear from our Employee Resource Group (ERG) Leaders:



MEGAN BELDEN

Director, Client Service
& Co-lead, ADEPT,
Central U.S., Nielsen

I was first exposed to our Abled and Disabled Employees Partnering Together (ADEPT) ERG during my first year at Nielsen as a recent graduate. I was immediately inspired by Nielsen's ERG structure and how ERGs leverage the diverse talent in the organization to drive stronger business impact. I have a neuromuscular genetic disability called Spinal Muscular Atrophy, and before coming to Nielsen, I wasn't certain how to discuss it in the workplace. Although my wheelchair makes my disability quite visible, I often felt that I had to downplay my disability and prove that I was still capable. Luckily this was not the case for me at Nielsen, and I had the privilege to become a co-leader for the ADEPT ERG for the Central region in the U.S.

Nielsen's ERGs helped me to grow confident in my identity as a young woman who has a disability by reinforcing that diversity is critical to our business, because we all deserve the opportunity to perform at our peak and it is critical that we reflect the consumers we represent in our measurement. Aside from the personal aspect of feeling like I can be myself at work, ADEPT has provided me with access and visibility to our leaders, professional development opportunities and the ability to help make our culture more inclusive for people with disabilities.

There has been so much growth in our inclusion efforts in the last few years, but I think one of the most meaningful was when we were able to leverage our ERG to create a publicly available report on the buying habits of consumers with disabilities. Our ERG saw an opportunity to use our data to help the market better understand the value of the disability market so that our clients can begin to innovate and create for such an important and growing consumer segment. To have a voice in that process and see the industry and our clients embrace the results has been extremely rewarding. That impact is long-lasting and has a ripple effect in how Nielsen can influence inclusion in the industry and greater community.

My ERG experience has also greatly influenced my day job as a client service director and vice versa. The two roles have become integrated in the ways that I interact with my team and clients. I don't see diversity and inclusion as working in parallel to the business, but rather as the driving force behind our business growth.



JOAN KOH

Talent Engagement &
Development Leader,
Asia & Lead, WIN
Asia, Nielsen

My experience as an ERG leader at Nielsen has been truly meaningful and enriching. The opportunity to network across markets and countries, driving the common agenda of encouraging our associates to “be themselves” at work, has a meaningful purpose. The interactions with the many ERG leaders across the world truly enriches my knowledge, value and belief in the importance of ERGs and the difference it could make to ourselves and to our colleagues around us.

In my role as Women in Nielsen (WIN) and Diversity & Inclusion leader for Asia, learning from the more active ERGs in other parts of the world has really helped. The best-practice sharing and exchanging of thoughts, ideas and learnings have been valuable in driving ERG awareness, involvement and participation in Asia. The passion that many of our ERG leaders exhibit has been contagious! There is a great sense of comradeship and collaboration within the ERG, across ERGs, within market and across geographies.

As an ERG leader, the most memorable experience for me so far was when I attended the 2017 Nielsen ERG Leadership Summit in Chicago. Attendees were from different ERGs across the world—different nationalities, backgrounds, ages, levels, etc. Yet, we all got together for a common purpose—to make a difference in driving a diverse, inclusive workplace aligned with our overall company mission, values and goals—so that “you can be you” at Nielsen and be appreciated for that.



ENRIQUE GUEMEZ

Director, Nielsen
Consumer Neuroscience
& Co-lead, HOLA
Central, Nielsen

One of the most gratifying parts of working at Nielsen is being part of an ERG; I have the honor of working as co-lead of the Hispanic Organization of Leaders in Action (HOLA) ERG for the Central region in the U.S. This experience has allowed me to expand my network with departments that I usually have no day-to-day interaction with, and it provides me visibility and time with senior and C-level executives both within Nielsen and from other companies. It all requires commitment and time; but whatever I put in, I know I will collect tenfold.

One important aspect of leading an ERG is keeping members engaged; education/engagement is one of the four pillars of our ERGs at Nielsen. For HOLA, we do this through events and meaningful activities. These require planning, which gives the opportunity to work with other ERG leaders and regions. When I met many of them at the Hispanic Employee Forum, I felt we were longtime friends, and now whenever we coincide in a particular project, or I see their names in an email, I trust them and know we have each other's back.

My favorite part of co-leading an ERG is how it allows me to make an impact in my community; community outreach is another goal of our ERGs. Last year I attended local Chamber of Commerce events along with other major companies, and I was amazed to see how Nielsen leads in terms of diversity. One of my most rewarding moments of last year was attending a diversity and inclusion workshop event hosted by another company, and sitting down with leaders from the community and companies to discuss strategies.

I am extremely grateful for this opportunity and to our company for its commitment to diversity and inclusion. I urge everyone to join and participate in an ERG and complement your professional growth; the impact it has can't be underestimated.



PETRA TILESCHOVA

Global Auditor & U.K.
Lead, MOSAIC, Nielsen

Being an ERG leader is one of the most exciting experiences I've come across at Nielsen. It has given me the opportunity to learn and fully understand the importance of ERGs internally and externally as well as the impact we make on our associates in terms of promoting diversity and inclusion.

MOSAIC (Multicultural Organization Supporting An Inclusive Culture) was the first ERG created in Europe that didn't exist in another market already. We launched in April 2017 in the Oxford office in the U.K. Since then, four countries have also launched MOSAIC, and there are more planned in 2018. Without the incredible team of colleagues and executive sponsors supporting MOSAIC, it would have been impossible to gain as much success.

We are also collaborating with other ERGs in the U.K. We decided to host joint events and roadshows to create an even greater impact and increase awareness of our ERGs with the full support of our senior management. This underlines the significance of the work we all put in and shows Nielsen's commitment to diversity.

I am in the Global Internal Audit team, which allows me to travel to other Nielsen offices around the world. Therefore, I can engage with colleagues on a global level to promote MOSAIC and to strengthen the message all ERGs are working toward.

Nielsen was ranked 25th in the National Diversity Awards for 2017 in the U.K. This has put us on the map from an employer branding perspective, and it really resonates with both internal and external talent. In addition, our MOSAIC executive sponsor was invited to the House of Lords to discuss diversity and inclusion issues in the U.K. On a more personal level, I had the privilege to attend the annual ERG Leadership Summit in Chicago in 2017, where I met our CEO and had the chance to speak with him personally. It has been a surreal experience given I have worked for Nielsen just over a year. It has shown me that there are no limits and that the opportunities in our company are endless.

CREATING OPPORTUNITIES FOR CITIZENS OF COLOR IN SOUTH AFRICA

In South Africa, a region where significant economic disparities still exist among racial groups, we're seeking to improve diversity and inclusion in our workforce as well as in our supply chain. Specifically, we are complying with the requirements of the South African government's Broad-Based Black Economic Empowerment (B-BBEE) program, which seeks to redress the inequalities of apartheid by providing previously disadvantaged citizens with access to economic opportunities previously not available to them. The program has five elements: business ownership; management control; skills development; enterprise and supplier development; and socioeconomic development. We have initiatives in progress in all of these areas.

In the area of ownership, for example, we are in the process of selling shares of both AC Nielsen and AGB Nielsen to an empowerment trust made up of previously disadvantaged Nielsen associates. In skills development, we have created training programs for employees that develop their management skills and other capabilities, so that we can promote from within as positions become available. We've also provided skills training to unemployed residents in local communities, to help them become more employable.

In enterprise and supplier development, we partnered with a business coaching firm to help young entrepreneurs in the area to grow their businesses, so they might become suppliers to Nielsen. We have also provided office space and other support to qualifying businesses that are already a part of our supply chain, such as the company that provides cafeteria services to our associates in Johannesburg.

With all of these activities, our aim is to help create further economic opportunity and a more secure future for communities of color in South Africa.



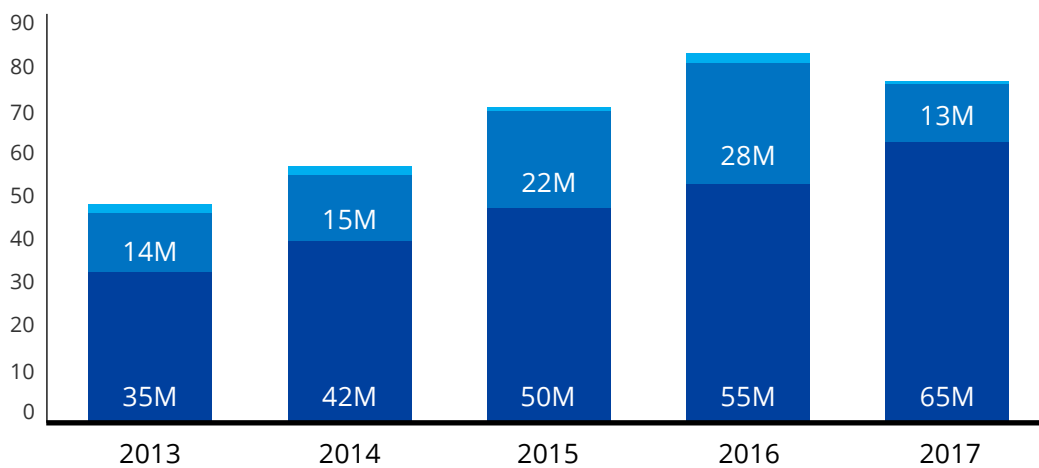
“I was one of the Hispanic employees chosen to attend the very first Nielsen Hispanic Employee Forum in 2017. The forum was a leadership development opportunity where Hispanic associates can engage with senior leaders, learn more about Nielsen’s business strategy, develop relationships and grow their professional network. Upon learning that I was invited to attend, I was excited and grateful that Nielsen wanted to invest in my professional development as well as in those of my Hispanic colleagues.”

Marbil, Panel Relations Specialist Lead, Oldsmar, Florida #ExperienceNielsen

OUR SUPPLY CHAIN

By purchasing from diverse-owned businesses, we give diverse suppliers opportunities, and we can also help indirectly support diverse families and communities. We define diverse suppliers as U.S.-headquartered companies that are 51% owned, operated and controlled by minorities, women, veterans, the disabled and/or LGBT persons.

DIVERSE SUPPLIER SPEND GROWTH In Millions of Dollars



■ MBE - MINORITY BUSINESS ENTERPRISE
 ■ WBE - WOMEN'S BUSINESS ENTERPRISE
 ■ VBE - VETERAN'S BUSINESS ENTERPRISE

Our goal is to annually purchase at least 10% of our U.S. sourceable spend with diverse suppliers. We achieved that goal in 2016 but fell to 9% in 2017 when our overall spend decreased approximately 2% by \$14 million. In 2017, we spent \$80.4 million with diverse suppliers, a 61% increase from 2013. We estimate that Nielsen's supplier diversity program has helped to create at least 200 jobs in diverse supplier companies over the past two years.

In 2016, Nielsen's Supplier Diversity and Global Procurement teams conducted a survey of procurement managers at each of our largest Nielsen offices in the U.S.—New York City, Chicago, Los Angeles, San Francisco, Tampa, Cincinnati and Wilton, Conn.—to understand the current state of local purchasing. Building on the results of that survey, in 2017, we launched a program called “Buy Local, Grow Global,” to find ways to increase our spend with local diverse businesses in major U.S. markets.

To do this, we conducted “lunch and learns” in seven targeted markets where Nielsen has a major presence (New York City, Los Angeles, Chicago, Dallas, Cincinnati, Oldsmar, Fl., and Columbia, Md.). The sessions helped to identify existing or future business opportunities in which local diverse suppliers' services could be used. Attendees were provided with a database to make it easier for associates to source for local diverse businesses. Also as part of our Buy Local effort, JLL—our real estate vendor—confirmed they will use supplier diversity as a criteria for consideration in 100% of our facilities management contracts going forward.

We will continue with the Buy Local program in 2018 but start focusing on the “Grow Global” portion by expanding our supplier diversity program into South Africa, the U.K. and Latin America. We will also track and report spend resulting from this initiative to provide quarterly recognition for corporate buyers who are directing the greatest amount of their spend to local and diverse businesses.

We are a member of a variety of associations that promote supplier diversity, including the National Minority Supplier Development Council, National Veteran Business Development Council, Women's Business Entrepreneurial Network, National Gay and Lesbian Chamber of Commerce and many others. We engage with and support these types of groups in a variety of ways. In 2017, for example, we helped to launch the HeroPreneur annual conference in Arizona, which was held in tandem with the inaugural [HeroZona](#) event, a week-long celebration of veterans. As part of the conference, we co-hosted a two-day business expo designed to create business opportunities for business owners who are military veterans. In 2018, we will launch our first thought leadership report highlighting U.S. veteran consumers at the 2018 HeroPreneur event.

MARKET INSIGHTS FOR CLIENTS

In our work with clients, we are mindful that our data and insights need to reflect the full diversity of the communities and countries where we operate. To ensure that consumers of color are participating in Nielsen's studies and surveys, for example, we deploy a 360-degree campaign to recruit participants that includes advertising, event activations, sponsorships, earned media relations and thought leadership. Through each of these methods, we let multicultural and diverse consumers know that their voices matter to us and to our clients. Watch this video interview with Don Lowery, SVP, Community Engagements, Nielsen for more about this approach:



Our Multicultural Growth & Strategy organization works directly with our clients to help them identify and activate their multicultural consumer opportunities. This includes providing best-in-class approaches and consulting to appeal to the growing multicultural consumer base.

In addition, we share research and insights about multicultural communities through our [Diverse Intelligence Series](#) of comprehensive thought leadership reports and special events. These efforts seek to quantify, document and publicize U.S. demographic shifts and the associated growing economic and cultural influence of multicultural and diverse consumers. In 2017, our Diverse Intelligence Series [focused on women of color](#) (African-American, Asian-American and Latina), shedding light on the “Power of She” in communities of color.

In another example, and as part of our [Data for Good](#) effort, we conducted research in 2017 on the prevalence of “food deserts” in low-income communities. Specifically, we designed a healthy food access index for each ZIP code in California and Michigan that included detail on demographics, income level, number of supermarkets and expenditures on produce, to determine where food deserts exist. The project was conducted in cooperation with the California FreshWorks fund and the Michigan Good Food Fund.



OUR PEOPLE

OUR PEOPLE

OUR APPROACH

At Nielsen, our talent strategy aligns directly with our long-term business strategy. That is, our relentless focus on innovation, technology and efficiency—and the associated transformation of our organization to continue to deliver on our purpose to help our clients and the markets we serve to operate more efficiently—drives our talent development and strategic workforce planning. Through the transformation process, we are working hard to make sure that all of our employees understand our business strategy and how their work contributes to our success in delivering The Science Behind What's Next™.

Based on market trends and the needs of Nielsen's business, our current people priorities are to:

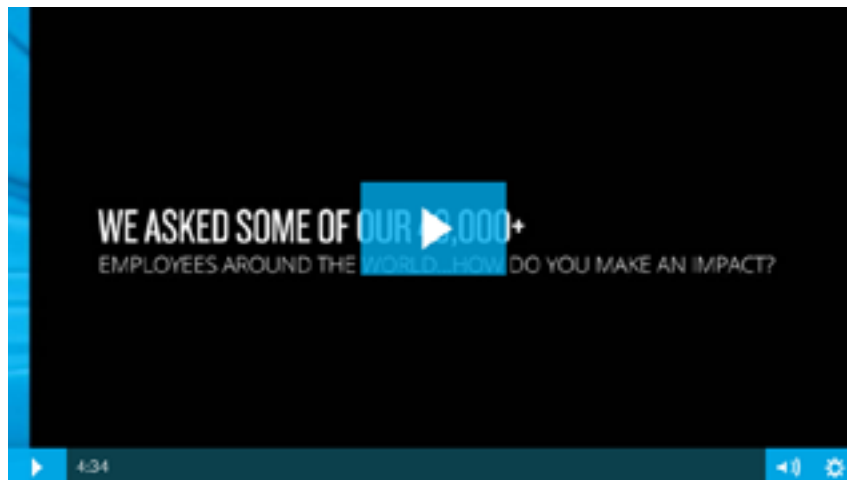
- Lead the transformation of our talent base, ensuring it aligns with and supports the transformation of our business;
- Attract, engage and retain our top talent, showing why they should be at Nielsen now;
- Promote a sales culture to focus on sales, drive collaboration across functions and achieve commercial success;
- Help our associates find new opportunities at the company and develop into leaders; and
- Invest in our people operations capabilities, to drive even more impact for the business and deliver on our employee value proposition.

Underpinning these present priorities is our long-term commitment to creating a workplace where all employees can be themselves, make a difference and grow with us. That's our employee value proposition, and to achieve it we aim to foster a workplace culture of creativity, innovation, open-mindedness and fresh thinking. We also know we have a responsibility to provide a safe and healthy work environment where associates are compensated fairly and given opportunities for advancement based on merit.

[Diversity and inclusion](#) are discussed elsewhere in this report and in their own dedicated report, but we want to underscore here the importance of these issues to Nielsen. Workforce diversity and a culture of inclusion are critical to our growth, strength and ability to innovate. We aim to create a workforce that mirrors the communities we serve; this is essential to delivering on our core business of providing an unparalleled understanding of consumers, everywhere around the world.

In our most recent [non-financial materiality assessment](#), Employee Relations and Future-focused Leadership & Innovation emerged as two of the top seven topics of most importance to our business and to our internal and external stakeholders. To address these challenges, we strive to implement exceptional employee engagement, career development, and training and education programs, in addition to promoting safety on the job, health and wellness and fair labor practices.

Hear directly from our employees for more about how they grow, connect and make a broader impact through their work at Nielsen:





NANCY PHILLIPS

Chief Human
Resources Officer,
Nielsen

Our purpose is to help our clients and the markets we serve to operate more efficiently. Our Human Resources (HR) team at Nielsen contributes to this purpose every day by empowering our people to help our business succeed.

We are committed to developing tomorrow's leaders and fostering a culture that rewards innovation. This means that we are laser-focused on ensuring the strongest employee attraction and retention programs and creating an environment in which employees are encouraged to take risks to develop and test new ideas. Our business was founded with this same enterprising spirit by Arthur C. Nielsen in 1923; today our associates carry that memory forward as they develop and bring to life new innovations that will deliver value for our clients, our investors and the communities where we live and work.

Every associate—in every department and at every level—plays a part in delivering what's next. That means it's critical for each of us to be clear about the connection between our company's mission and our own unique contributions. We were reminded how important this link is as we reviewed the results from Nielsen's first Gallup employee engagement survey, and we're committed to doing everything we can to reinforce this mission for all associates. This is a key part of our renewed approach to employee engagement and to creating the best possible experience for our associates.

Our employee engagement survey is the first step in how we will create a cultural change at Nielsen. It will help us measure progress across the individual, team and organizational levels. Our associates tell us that our culture is one where a commitment to quality is reflected across all aspects of our organization, and where everyone's opinion matters. This is a sign that our founding principles of respect and reliability are still very much present today, and that trust and integrity continue to be guiding lights for Nielsen. Engagement levels have a strong cascading pattern, so we will focus on engaging managers in order to create more engaged associates. We also know that we all have a role to play in creating a great work environment for everyone.

As we continue forward in our [Path to 2020](#) and beyond, I'm energized every day by the way our HR team collaborates with our colleagues across Nielsen to deliver on our collective purpose by empowering every single associate to bring their absolute best every day.

WORKFORCE 2020 STRATEGY

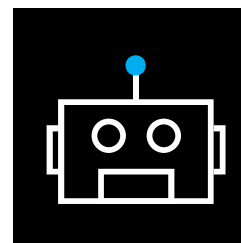
As discussed in the [Our Company](#) section, Nielsen is in the midst of a long-term evolution from being primarily a services company that utilizes technology to being a technology company that provides services. Our Path to 2020 outlines how we are doing this in the immediate term. The plan includes significant investments in process automation, machine learning and artificial intelligence, including automating our Buy data collection and Watch operations end-to-end across the company.

These changes have obvious and significant impacts on our workforce—on how many people we employ and where, and on what jobs they do. To ensure that our workforce keeps pace with the changes in our business, we've developed a Workforce 2020 strategy that aligns with our Path to 2020.

Workforce 2020 is a talent strategy that sets up our business to perform at its absolute best. We are reviewing our talent at every stage, starting with hiring. We're making sure that we select the right candidates to help accelerate our business growth and with the desire to accelerate their own careers as well. For our current associates, we are doubling down on identifying new opportunities that align with key business needs—opening up not only new leadership roles, but also roles to broaden their experiences.

With the shift to being more of a technology company, associates will also have the opportunity to learn and develop new skills. We began a sales transformation effort to help our client facing teams position Nielsen more effectively to better meet the needs of our clients. For other associates, new learning programs are being developed to upskill and retrain them.

We have a proven track record of evolving with consumer technology as consumer habits have changed dramatically over the years—whether it's across radio, cable TV, satellite and digital on the Watch side of our business, or across traditional, modern and specialty trade and e-commerce on the Buy side. Just as we are helping clients strengthen and protect their business for the future, Workforce 2020 will help our people stay ahead of these changes and set us up for long-term success.



“Workforce 2020 will transform the organization, our people and our ability to meet the needs of the markets we serve. It will allow us to develop and engage our employees with skills in artificial intelligence, machine learning and robotic process automation for the next century.”

Michael Alicea, EVP, Global Human Resources, Nielsen



“My passion for understanding consumers affords me the opportunity to make an impact in the marketplace. Whether it’s hearing consumer feedback about product improvement and innovation, understanding why consumers began shopping online for groceries, or diving into the dynamics of how digital distribution can transform the video experience for consumers, I help bring clarity to an increasingly confusing landscape.”

Ronjan, VP, Media Analytics, New York City #ExperienceNielsen

EMPLOYEE ENGAGEMENT

Employee engagement is the emotional and psychological connection our associates feel about their workplace and the work that we do. It’s about belonging, commitment, growth and teamwork. And ultimately, it helps lead to both individual and business success.

At Nielsen, we aim to engage all of our associates through the Nielsen Employee Experience, which focuses on the three aspects of our employee value proposition:

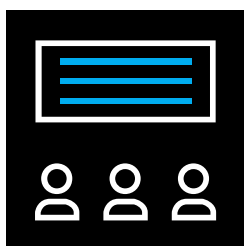
- **Be Yourself:** We seek to enable associates to be their best selves, offer unique and varied perspectives, and respect and embrace the diverse perspectives of our colleagues.
- **Make a Difference:** Every Nielsen associate has the ability and the power to make a positive impact on our company, our clients, our teams and colleagues, and the communities in which we live and work.
- **Grow With Us:** Nielsen encourages each associate to own their career by sharing their career goals, engaging in learning and development programs, and indicating their willingness to rotate into a new or expanded role.

We recently launched a new, multi-year strategy to strengthen employee engagement at Nielsen. The first step has been to catalog what we are already doing, as a baseline for understanding what gaps may exist and to measure progress. In order to track our progress on an ongoing basis, we maintain open communication channels and feedback mechanisms that help to deepen connections between leaders and their teams and ensure that all associates feel connected, no matter where they work within the company.

The following are some examples that reflect our overall approach to employee engagement:

- We encourage “check-in” discussions between managers and their direct reports every 90 days, in addition to annual reviews. During these check-ins, managers provide feedback on job performance and discuss associates’ career and skill development, future aspirations, work-life balance and any other issues that may affect job satisfaction. These career development review resources are available to 100% of our associates.
- Our regular Manager Excellence webinar series enables managers throughout Nielsen to learn from our senior leaders. Each webinar focuses on a single topic and features a leader who shares his or her real-world experiences and stories, to bring the lessons to life.
- We encourage associates to take part in activities such as our [Employee Resource Groups \(ERGs\)](#), [Green Teams](#) and [Nielsen Cares](#) volunteer opportunities.
- Our Town Hall meetings provide a venue for leaders to share information with associates, recognize outstanding performance and engage in two-way dialogue. These meetings are broadcast globally, so associates who work remotely or in the field are able to join via computers and mobile devices. While Town Hall meetings are held at different frequencies within each functional unit or regional geography, we typically hold global Town Hall meetings once per quarter.
- Our senior leader roadshows enable associates around the world to meet with our leaders when they are traveling. During these interactive discussions—team meetings, lunch and learns or more informal meet-and-greet sessions—associates can ask questions and engage directly with business leaders on a variety of topics. We often use Google Hangouts so remote teams can join in the discussions.
- Our Google Plus (G+) communities enable Nielsen associates to connect on a variety of topics, including career growth, learning and development, our ERGs and more. In our all-Nielsen G+ community, any associate can submit a question directly to our CEO.

In 2017, we began partnering with Gallup to gauge employees' level of engagement via a companywide survey. The survey includes Gallup's 12 simple, proprietary questions, available in multiple languages, that tie directly to measurable performance outcomes that have been proven to demonstrate effective employee engagement. We have been transparent about the results, sharing them with senior leaders, managers and with all associates through our all-company newsletter, global town halls and in manager-led team discussions. Managers are expected to develop team-specific action plans based on the survey results, focusing on areas that are important to the team and where they can make meaningful progress. This survey will be conducted annually to measure our progress.



“I love that Nielsen doesn’t develop entry-level associates by pushing them through a leadership development factory just to have them all come out the same. Instead, the company provides opportunities and presents challenges that allow associates to grow up with Nielsen, be themselves along the way and make real and lasting differences.”

Michael, Finance Business Partner, Global Data Science, Chicago
#ExperienceNielsen

CAREER DEVELOPMENT

We seek to recruit new talent effectively and efficiently, integrate new hires into our culture, and help associates grow their careers in ways that leverage their strengths, meet their personal aspirations and meet the needs of the business.

RECRUITMENT

To succeed as a company, we need the right people in the right jobs. In line with the “grow with us” tenet of the Nielsen Employee Experience, we seek to hire from within. In 2016, we launched an internal portal to provide our associates with easier access to information about open positions at Nielsen globally. In 2017, 27% of open positions were filled by internal candidates; in 2016, 28% of open positions were filled by internal

candidates.

When hiring externally, we work hard to ensure the right fit. All university hires attend in-office sessions where we can observe how they engage with a diverse group of associates—from first-year analysts to senior executives—and with each other in a variety of formal and informal settings. For more-experienced hires, we try to create a similar dynamic—an office visit with a diverse group of interviewers and informal discussions.

In early 2018, we began contracting with an external candidate assessment vendor that uses neuroscience games and artificial intelligence to predictively match people with jobs that are the right fit for them. The tool assesses candidates through 25 minutes of game play, which reveals their skills and abilities with more accuracy and less bias than systems that rely on resumé review. We will be rolling out this new tool globally (with a couple of exceptions, for data privacy reasons) in 2018.

To ensure we consider and hire more diverse candidates, we require diverse candidate slates—at least one woman and one person of color must be included as candidates for each open position. We are also rolling out trainings on unconscious bias, to educate our managers about biases in their hiring practices that they may not even be aware of. Our Employee Resource Groups (ERGs) often assist with recruitment through candidate referrals and recruitment events at universities. In 2016, we had 197 ERG employee referrals and 35 university recruitment events hosted by ERGs.

We are also committed to expanding our talent recruitment channels to include candidates with non-traditional backgrounds or career histories. Similar to our commitment to [impact sourcing](#), we seek to increase the number of associates we recruit from non-traditional channels in order to provide a path to employment for those who may otherwise be excluded.



BARBARA LEE

VP, Global Talent
Acquisition, Nielsen

Exciting changes are happening in our talent acquisition process—specifically, improving how we assess candidates for job opportunities. Nielsen’s mission and focus is to improve our clients’ businesses and the economies we serve. We’re committed to applying the same approach to our people—to improve the way we recruit, engage and develop our talent.

When I took over as our global leader for Talent Acquisition in 2017, our team took a fresh look at how we could more closely align our talent acquisition process with Nielsen’s overall mission.

In early 2018, we began working with an outside company to help us reduce bias, enhance the candidate experience, and ultimately make it easier to hire the best talent both internally and externally. This company is a recognized leader in the application of neuroscience and artificial intelligence to the process of matching people with jobs where they’ll perform at their best. Using a game-based approach, we’ve mapped out what it takes to succeed across all the various job profiles—or “job families”—at Nielsen.

By inviting current associates and new job candidates to play these research-tested behavioral games, we are able to assess cognitive and emotional traits to arrive at a “fit score” for each candidate, mapping back to our Nielsen job families. Machine learning allows us to create predictive algorithms to assess career fit, without considering any demographic information that could potentially add bias into the process. Candidates who meet the fit score thresholds move on to later interview stages with our recruiters and hiring managers.

Does this more automated process mean we’re looking for people who are all alike? No—we recognize there are lots of different ways for a person to be a good fit. We’re looking for people whose traits—however they might manifest—indicate they’d be a good fit. It’s this diversity across all aspects—including thought process, experience and behavioral traits—that we know makes our teams, and our company, stronger.

This proven scientific approach allows us to remove bias from our talent acquisition screening process and enhance the candidate experience from all angles. Our talent acquisition professionals can now focus more time on the value-added aspects of their jobs that require meaningful human interaction, both with candidates and with our internal hiring managers.

After four months of due diligence, we have established robust and bias-free job family profiles and launched our new candidate assessments. We look forward to measuring the positive outcomes and sharing these in due course.

This is far from the end of our journey. We’re also focused on providing a more consistent approach to talent acquisition throughout the candidate path to hire (e.g., offering asynchronous video interviewing). We’re committed to continuing to put the latest science into action to benefit all of Nielsen’s people.

ONBOARDING

We work to successfully integrate employees into the company from day one. We want new hires to feel capable, understand our culture, have clarity about their roles and feel connected to their new team and to the broader Nielsen community.

In 2017, our Talent Engagement & Development team rolled out an enhanced onboarding process to ensure that all new Nielsen employees have a consistently positive experience during their first 30 days, and to help managers understand their role in making this happen.

Called the First 30, this onboarding initiative starts with pre-boarding, to ensure that all new hires are set up for success with access to the technology and systems they need to do their job. New hires are then invited to attend Discover Nielsen, a digital experience that provides a welcome from our CEO, an overview of the company and our culture—including our focus on diversity and inclusion—an introduction to growing their careers, and an overview of our global responsibility and sustainability programs, among other key topics. This experience also emphasizes the value of integrity in everything that we do.

As they continue through their first 30 days at the company, new associates can access our new onboarding website, which serves as a one-stop resource for information about training, benefits, travel and expenses, and technical support, among other key topics. The First 30 program also includes manager and HR guides to onboarding, and our G+ new hire community to help new associates get settled and feel more connected.

To track the effectiveness of the First 30 experience and continually improve the new hire experience, we regularly seek guidance from an onboarding network composed of global colleagues to make continuous, incremental improvements.

TALENT DEVELOPMENT & REVIEW

We believe that managing one's career development and growth should be an ongoing collaboration between each associate, their manager and their broader Nielsen community. Each associate owns their career, while managers are encouraged to support associates' aspirations and invest in their futures. Our career development framework encourages time for self-reflection and the development of career goals as well as opportunities for skill development and growth.

Through myCareer, our Career Management system, every associate can create an employee profile—similar to an online resumé or LinkedIn profile—to outline areas such as their career background, experiences, product knowledge, technical skills, languages spoken and career aspirations. The system also enables associates to “raise their hand” to indicate they are ready to take on a new opportunity or role. Hiring managers can then view the profiles of associates who have indicated their interest in new opportunities and select potential candidates who may be a good fit for open roles.

Twice a year, we conduct talent reviews—when our HR team and business leaders do a deep dive into their organizations to plan for leadership succession, talent movement and development paths for our associates.

We also offer a number of mentoring programs that provide valuable learning experiences for both mentor and mentee, matching associates with mentors who can support their career objectives. We encourage these mentoring relationships both within and beyond an associate's business unit, country or region.

Finally, our Diverse Leadership Network and Senior Leader Sponsorship Program help to increase the diversity of our workforce, especially our management and leadership teams. Both are discussed in the [Diversity & Inclusion](#) section.

For more information about careers at Nielsen, see our Nielsen [career stories webpage](#) and our [Nielsen Next video series](#).



SUJIT DASMUNSHI

SVP, Talent
Engagement &
Development, Nielsen

Our Talent Engagement & Development (TED) team enables the identification, engagement and development of associates to drive better business outcomes for Nielsen. Our mission as a company is to provide measurement services that will ultimately enable greater efficiency and improvement in the marketplace. Our ability to deliver on that mission starts with our people.

To empower all associates to contribute to our collective mission, we leverage our focus on talent development to foster a spirit of growth and innovation, starting with employee engagement. This isn't just part of our commitment to the broader Nielsen organization, it's a commitment we've made to each other as a TED team as well. We recognize the strategic advantage that our team's diverse talents, backgrounds and experiences bring to this shared purpose and to our ability to make an impact on Nielsen. It's the same for all teams and functions across the company—diversity adds value.

For the TED team, driving employee engagement is our number one priority. Engaged employees drive business success, with tangible measures such as increased productivity and client satisfaction. To enable engagement, we nurture a company culture and environment where we can help all our associates connect to our mission, encourage transparent goal-setting and recognize incremental progress. Ultimately, our goal is to help associates realize their full potential and have the best Nielsen employee experience.

Engagement isn't just an HR priority—it's one of Nielsen's key strategic priorities. Our senior leaders take every opportunity to highlight this during their interactions with associates and all leaders in their teams. We are also equipping managers at all levels to drive engagement. Through our Manager Excellence platform, for example, we equip people leaders with the skills needed to show vulnerability, generate trust with their teams and have the quality conversations needed to engage people.

We're also committed to connecting engagement to performance management, no matter where associates are in their careers at Nielsen. Leadership is critical in all of this; our TED team also focuses on improving the capability of our leaders and people managers in order to impact employee experience and retention across all functions and geographies.

As a TED team, we only succeed if we deeply care about the internal customers we serve every day. We must constantly engage with them—listening and translating their needs and problems, then defining and refining the tools, capabilities and processes we build to enable our collective success.

TRAINING & EDUCATION

As Nielsen continues to innovate and drives automation over the next several years, our employees must also grow and evolve their knowledge, skills and leadership capabilities. Employee training and education will help us drive this transformation more effectively and efficiently.

We have robust training programs that are helping to build technical skills and leadership competencies across the company. For example, our state-of-the-art myLearning portal provides associates with access to training on soft skills, product knowledge, leadership development, technical skills and beyond. myLearning also features modules about Nielsen's global responsibility and sustainability efforts, including information about how associates can engage and make an impact through [Nielsen Cares](#) and [Nielsen Green](#). Our myLearning trainings offer a blended approach to education, including in-person classroom training, virtual classroom training, online courses, videos and book summaries.

Nielsen is particularly committed to building leadership skills, as these have a direct impact on business performance, employee engagement and helping our clients address critical business issues. We have seen the multiplier effect of leadership across our business and teams—when a leader gets better, everyone wins. We offer leadership development programs for associates at all levels including:

- The Emerging Leaders Program (ELP), for early-career associates. Within the ELP, we maintain tracks for associates across HR, Finance and our Commercial business;
- Workshops for mid-level leaders on a path to more senior positions;
- Functional and business area Leadership Forums;
- The [Diverse Leadership Network](#), for mid-career, high-performing diverse talent;
- The Nielsen Leadership Program (NLP), for those at a more senior level; and
- The Global Leadership Program (GLP), for those at the most senior level in our global organization.

The NLP and GLP focus on linking our business strategy to the skills and behaviors required to lead, through the use of senior in-house and external faculty, including collaborations with some of the best research institutions in the world. For example, we have been working with the Stanford Graduate School of Business on the GLP, with the school hosting one of the two residential weeks of the program. The content of our leadership programs is future-focused, developing skills and behaviors required of leaders in a world that is constantly changing. Topics such as leading with integrity, handling morally ambiguous situations and tackling unintentional bias also feature prominently.

In addition, our Manager Excellence program empowers new and experienced managers to develop and improve their core management skills and knowledge. This curriculum focuses on three key behaviors: managing the business, leading teams and developing people. It also includes a focus on leading with integrity, including how managers should (and should not) handle integrity reports that come to them.

We work with Harvard Manage Mentor to offer all associates (including non-managers) a variety of soft skills training (e.g., career management, time management and project management). We also create new training modules as needed to support associates in specific functional areas. For our client-facing associates, for example, we have created courses to support skill development in areas such as client engagement and managing sales processes.

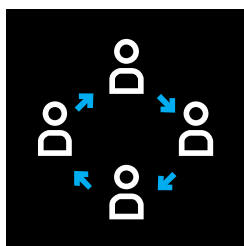
We also train associates in Business Process Improvement (BPI), including training to become BPI “Black Belts.” High performers who demonstrate strong influencing and consultative skills, and have a proven track record of success, are well-suited to this program. BPI participants receive training and certification on Six Sigma, Lean, Change Management and other vital leadership competencies.

Finally, Nielsen offers internship programs and apprenticeships for those just getting started in their careers, based on specific business needs. Since 2016, we have offered students the unique opportunity to complete a [fellowship at the Nielsen Media Lab](#), where they can leverage Nielsen’s resources to research a topic of their choosing. In the United Kingdom, we offer apprenticeships in innovation and growth, business administration and chartered business management. These programs span several years and include rotations through a wide portfolio of Nielsen’s businesses, products, services and functions while also enabling participants to earn college credit.

We track the effectiveness of all of our training programs by measuring internal role changes, retention, international job transfers and other measures.

As we continue to evolve as a company—and work to meet our associates' needs in providing new opportunities to learn and grow—we recognize our responsibility to also provide opportunities to “re-skill” and “up-skill” associates who will be taking on new career paths, whether as a result of changing technological trends or new areas of interest. We are continually focused on expanding our training offerings for associates to meet these needs.

Looking forward, we established a [goal](#) in 2016 to meet the industry average of 32.4 training hours per associate by 2020. In 2016, our associates spent the equivalent of 2.1 working days on average in training programs; in 2017, they spent the equivalent of 1.8 working days on average in training programs.



“I recently returned to Nielsen after a few years working for one of our clients. The two main reasons that brought me back were the culture and the company’s readiness and aspirations in the digital age. Nielsen gives you freedom, support and great teamwork, which allows my colleagues and me to reach our potential and truly drive our careers forward.”

Asko, Global Client Manager, Oxford, U.K. #ExperienceNielsen

EMPLOYEE WELL-BEING

Nielsen is committed to creating a culture of health and well-being and to giving associates and their families the resources they need to live healthier lives. Our Whole You program focuses not just on physical health—though that’s an essential part—but also on the emotional, financial, social and environmental well-being of our associates.

The Whole You online interactive platform provides associates with self-assessments, tools, resources and guides to holistic wellness in areas such as nutrition, exercise, stress management and work-life balance. In 2017, we offered 40 well-being webinars attended by over 13,000 associates. We also offer a variety of wellness initiatives at office locations around the world, ranging from webinars on stress management to financial planning, yoga and other exercise classes, chair massages, and healthy eating and cooking fairs. Some Nielsen locations also offer monthly onsite visits from holistic health and wellness coaches, nutritionists and exercise experts.

We are committed to ensuring that our HR Business Partners and People Leaders recognize the signs and symptoms of an associate in need of emotional assistance or intervention. We conducted a training in 2016 and 2017, which was attended by more than 850 managers and supervisors, specifically designed to provide them with the information and tools necessary to ensure the safety of the associate and fellow co-workers. We held a similar training for associates that was attended by more than 2,000. Both programs will be offered at least annually. Additionally, we offered 11 emotional well-being webinars attended by more than 3,000 associates on subjects such as work-life balance, stress reduction and resiliency.

Our Global Step Up Challenge is a month-long competition in which associates form teams and compete at the country, location and business unit level to see which team can collectively walk the greatest number of steps during the challenge. We also held a global nutrition challenge in which associates chose four healthy habits (such as eat more vegetables, drink more water, or incorporate healthy fats and whole grains into their diet) to work on over a month. Both of these voluntary challenges provide opportunities for associates to set goals and encourage one another, no matter where they are on their health and wellness journey.

In 2017, we provided Nielsen locations around the world with a set of global coverage guidelines that outline the types of programs they should have in place in each of the areas of physical well-being, emotional well-being, financial well-being and environmental and social well-being. We then provided a scorecard and asked sites to self-score their programs to see how well they are meeting these global guidelines. With the help of our global Compensation & Benefits leaders, 100% of the targeted worksites (all global sites with 50+ employees) completed the scorecard, representing approximately 150 worksites in 68 countries and about 70% of Nielsen's global employee population. We're incredibly happy with the results: 96% of the worksites received either a bronze, silver or gold certification, meaning that at least four of the 14 guidelines were met. Nearly half (70 worksites) received gold level certification, meaning at least 10 of the 14 guidelines were met. We will use the insights from the scorecards to help formulate a global well-being strategy going forward.

To help ensure a healthy work-life balance, we have implemented myTime, where there is no maximum limit on vacation days that associates can take in a year. myTime gives associates the flexibility and autonomy to manage their work time and decide when and how much vacation time to take. It enables associates to take the time to follow their own passions, explore and recharge with friends and family throughout the year.

We take seriously our commitment to proactive stress management measures and efforts to reduce employee stress overall. One way we deliver on this commitment is by providing webinars focused on mental health topics as an optional benefit for employees; we had six such webinars in 2016 and increased this to 11 in 2017.

We offer all the benefits you'd expect from an industry-leading company, including a wide array of medical insurance benefits for associates, spouses and domestic partners; life insurance; a 401(k) savings program; 10 weeks of paid maternity leave; two weeks of paid parental leave; and more. We believe family well-being plays a central role in employee health and well-being; our goal is to provide support to Nielsen colleagues and families. In the U.S., we work with Bright Horizons to provide support to families in need of child care and elder care as well as other services such as college admissions support.

Also in the U.S., those covered through our medical plans can earn annual premium discounts for healthy or improved weight, blood pressure, cholesterol and glucose levels, as well as for being tobacco-free (or completing a cessation program), through our voluntary Healthy Measures program. Additionally, U.S. employees are eligible for a Get Healthy Rewards Program reimbursement to cover out-of-pocket costs for fitness classes, gyms, bike-share programs or weight-reduction programs.

We're proud to have received recognitions recently for our health and wellness initiatives. In 2017, for example, Nielsen was named one of the Best Employers for Healthy Lifestyles®, which recognizes employers that are committed to improving their employees' physical health, productivity, overall quality of life, financial security and emotional and social connectedness. We also earned second place in The Plan Sponsor Council of America 2017 Signature Awards, which recognize excellence in retirement plan communications.

In 2016, we established the Nielsen Global Support Fund, through which associates can apply for grants in times of personal hardship or natural disaster, as well as donate to fellow associates in need. In 2017, grants were made to associates across 12 countries.



WAYNE POLLARD

Human Resources
Business Partner,
Technology &
Operations, Nielsen

I first started working on the implementation project team for the Global Support Fund in July of 2015 when I joined Nielsen as an HR Emerging Leader. It was the focus of my first rotation with the Global Compensation & Benefits team. I've always been passionate about public service and philanthropy, so it is no surprise that what started off as a rotation project turned into a +1 assignment that I just couldn't let go of.

When I think of the Global Support Fund, the first thing that comes to mind is our company value "Personal." Although the Global Support Fund did not officially launch until 2016, we found that our associates had already been taking a personal stake in the lives of their fellow associates who had been dealing with personal hardships and disasters. Those associates would organize charity events and drives just to help associates who needed a helping hand, even if they didn't know them personally. The Global Support Fund was launched so that we could provide a global platform that was built and maintained by our associates, for our associates.

Although I am honored to be a part of the team that administers the Global Support Fund, it never feels good to receive an email from an associate or their HR Business Partner notifying me that the associate has experienced some life-altering disaster. However, it definitely feels great to be in a position to partner with Nielsen Cares and the Benefits team, who are dedicated to helping provide associates with the support and hope that they need to make it through those tough times. In 2017 alone, the fund was able to distribute \$63,140 in grants to 23 associates in need across eight countries. I look forward to all the help that Nielsen associates will be able to contribute to each other in 2018 and beyond.

OCCUPATIONAL SAFETY

Our workforce is predominantly based in offices, where occupational safety issues are minimal. However, we do have a significant population of field associates who recruit and maintain research panelists, visit retail stores for inventory tracking and service Nielsen equipment. These associates are critical to our success as a company, and we strive to ensure that they stay safe on the job. The most common health and safety issues they face are slip-and-fall injuries and traffic accidents.

Nielsen maintains workers' compensation safety guidelines and manager training presentations to equip our associates with the tools they need to prevent—and, as needed, to report—work-related injuries or illnesses. We maintain quarterly loss analysis data for record-keeping and loss prevention purposes. For associates who drive as a function of their job, we provide a fleet safety manual and safety training.

For our Television Audience Measurement Operations in the U.S., we maintain a safety committee that looks at ways to help reduce safety risks that might result in workers' compensation claims and auto losses. In 2017, this committee created and implemented a field operations safety training, which is being used with new hires and as an annual refresher for existing hires. The committee also created a safety dashboard, to give managers an up-to-date look at workers' compensation claims and auto loss data. The committee continues to work on additional issues including personal safety devices, procedures for avoiding exposure to contagious diseases, and drug screening and testing.

For all Nielsen associates and offices, we have a set of emergency response guidelines that provide hour-by-hour instructions for how leaders should communicate and escalate emergencies or safety issues.

LABOR PRACTICES & COMPENSATION

Nielsen was founded on the principles of integrity, honesty, fairness, respect and reliability, and we continue to value these principles today and put them into practice as we manage our workforce. As discussed in the [Diversity & Inclusion](#) section, we have an Anti-Discrimination Policy that precludes discrimination in our workforce on the basis of religion, race, gender, age, disability and sexual orientation, and we are implementing numerous programs to help ensure we have a diverse and inclusive labor force. As discussed in the [Risk Management](#) and [Supply Chain](#) sections, we also have a strong commitment to human rights and have published a [Commitment to Human Rights](#) that outlines our approach to the issue in our own operations and in our supply chain.

We also fully support workers' right to freely associate and bargain collectively. Approximately 30% of Nielsen employees are covered by collective bargaining agreements and local works councils. In the European Union, 100% of Nielsen employees are covered by the European Works Council (EWC). We consult with the EWC regularly and give them time to issue opinions and/or recommendations about significant business decisions.

Nielsen is committed to providing appropriate pay and benefits for all associates, commensurate with the work being performed and in accordance with applicable laws and regulations. Our associates are rewarded and promoted based on performance against priorities and how they live the Nielsen values. Similar roles may have different pay levels due to factors such as the overall performance of the business and team, the associate's experience, geographic location and market conditions.

Our pay philosophy is to provide a total compensation package that is market-competitive based on data provided by independent third parties, and that also provides opportunity for pay growth and role progression based on individual contribution and company performance. We regularly review our compensation practices to ensure they are equitable and support our pay-for-performance philosophy and culture of diversity and inclusion. We have robust employee data on gender globally and on race and ethnicity in the U.S., so for these two areas we conduct periodic audits to ensure that our pay outcomes reflect our commitment. In 2016, women at Nielsen at the executive level earned—on average—97% of the base salary of their male counterparts; at the management level women earned 95%; and at the non-management level they earned 109%. In 2017, women at Nielsen at the executive level earned—on average—103% of the base salary of their male counterparts; at the management level women earned 95%; and at the non-management level they earned 107%.

We are currently conducting a detailed pay equity analysis that will be completed in 2018. To do this, we developed 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 will be applied consistently and globally. Should we find a statistically significant difference in pay between men and women in similar jobs, we will develop action plans to close any gaps.

Nielsen's compensation programs include several short-term incentive programs, including the global Annual Incentive Plan (which covers approximately 11,000 employees and rewards individual contributions to producing superior business results) and Sales Incentive Plans (which reward client-facing associates based on their growing our relationships with existing clients or expanding our services to new clients). We also offer long-term incentive plans through our equity plan. Restricted Stock Unit and/or Stock Option awards are granted annually to senior-level and professional associates. Furthermore, our Employee Stock Purchase Plan allows associates at all levels of the company the opportunity to purchase Nielsen stock on a quarterly basis at a 5% discount.

PEOPLE ANALYTICS

At Nielsen, we know that data makes for better decision-making. That's why we have embraced employee-related analytics—the use of data about our associates and our company (e.g., demographics, hiring rates, role changes, job openings, etc.) to optimize business outcomes and create a better employee experience for all our associates.



CHRIS LOUIE

SVP, People Analytics
& Talent Acquisition,
Nielsen

Analytics is at the core of how Nielsen creates value for clients. We produce data and insights that clients use to make better decisions and improve their businesses. Applying this same approach to our talent—making better talent-related decisions that improve our employees' experiences and lead to a more effective and efficiently run workforce—is a natural fit. That's what people analytics is all about.

People analytics is still a relatively nascent discipline within HR organizations. As such, it often takes the form of a small group of experts working on ad hoc projects to which a limited set of senior leaders are exposed, due to the sensitivity of the data. It's also typically associated with massive data sets and complicated statistical models that tend to scare away most.

We have a very different view of people analytics at Nielsen. We believe it should be liberating as opposed to limiting. Thousands of talent-related decisions are made every day by associates across the organization and at all levels, so the optimal situation is to get data and insights in the hands of the broad organization as opposed to a select few. While special projects that require a greater level of expertise will still be necessary, most of the value from people analytics will come from enabling the hundreds of HR leaders and thousands of managers around the world to be better informed about our people and take action.

We also start with business outcomes first, as opposed to analysis first—the end as opposed to the means. Our vision is that people analytics will give our organization “HR super powers.” These include:

- Instant answers to talent-related questions;
- A constant read on the pulse of the organization;
- A sixth sense of when action needs to be taken;
- Deep insights on major talent issues and areas; and
- A view into future talent needs and trends.

Realizing this vision will take our ability to manage our workforce, create opportunities for our employees and improve our talent to a fundamentally higher level.

We are building the capabilities we need to achieve this on a few different dimensions:

- **Our data:** Data is the lifeblood of any analytic effort. People data is notoriously messy and disconnected. We have a significant effort underway to improve the quality and completeness of our people data and integrate it with other critical data sets (e.g., financial, operational).

- **Our technology:** Data only becomes valuable when it is accessible and usable. We are launching an analytics platform that brings our people data to bear in the form of use case driven reporting (e.g., understanding workforce trends, major drivers of attrition, the efficiency of our hiring process), with the ability to see aggregated insights and drill down to individual information to take action.
- **Ouvr people:** We are increasing the analytic capabilities of our HR associates through a People Analytics Community of Practice, which provides training and access to resources (e.g., current tools, past studies) and promotes the sharing of best practices across the organization.
- **Our approach:** We are putting the policies and processes in place to ensure we protect the privacy of our associates around the world, utilizing data in ways that are transparent and beyond reproach.

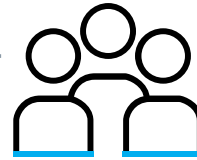
We are applying people analytics today to address our biggest priorities. Workforce planning is the basis for our [Path to 2020](#) efforts. We are studying our employee engagement results to identify the biggest opportunities for improvement and the most effective teams and practices for others to emulate. We are determining ways to optimize our hiring processes, improve retention, increase diversity and manage our workforce more efficiently.

The early dividends from our work are substantial and energizing. But the most exciting part of it is that we've just scratched the surface of what people analytics can deliver for Nielsen and its people.

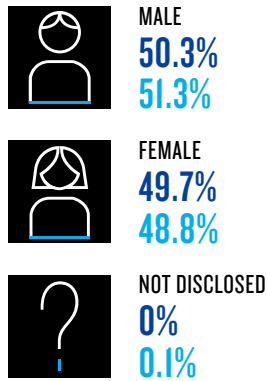
WORKFORCE DATA

2017 TOTAL EMPLOYEES

46,000 (UP FROM 43,000 IN 2016)

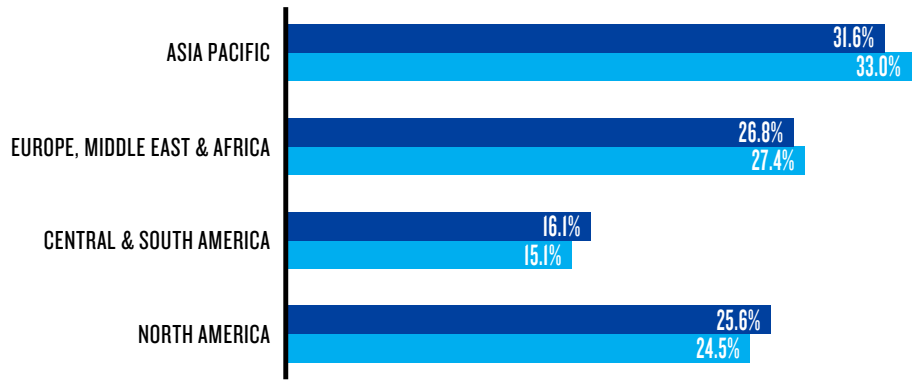


BY GENDER



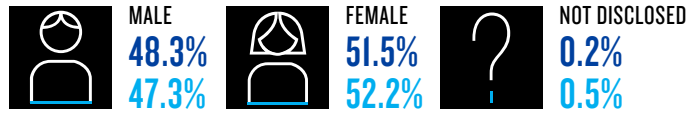
■ 2016 ■ 2017

BY REGION

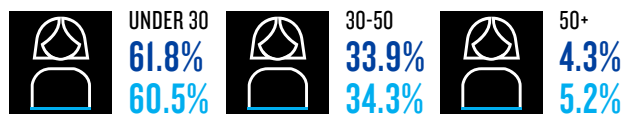


NEW HIRES

BY GENDER

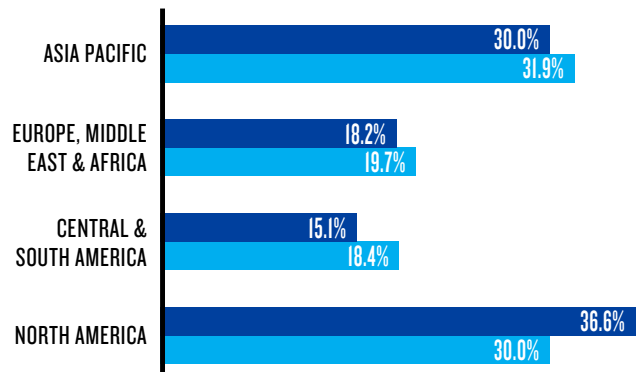


BY AGE GROUP

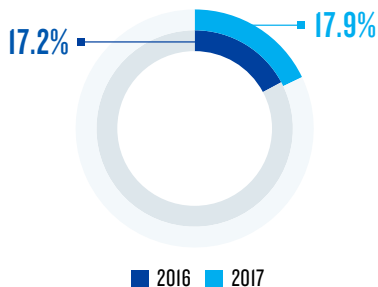


■ 2016 ■ 2017

BY REGION



VOLUNTARY TURNOVER RATES



■ 2016 ■ 2017

EMPLOYEE TRAINING

2016

OUR ASSOCIATES SPENT THE EQUIVALENT OF **2.1** WORKING DAYS ON AVERAGE IN TRAINING PROGRAMS.

2017

OUR ASSOCIATES SPENT THE EQUIVALENT OF **1.8** WORKING DAYS ON AVERAGE IN TRAINING PROGRAMS.

Based on 43,000 associates in 2016 and 46,000 associates in 2017

LEADERSHIP DEVELOPMENT

We are committed to engaging all associates in skill and leadership development. One example of this is the Diverse Leadership Network (“DLN”).

45% OF DLN PARTICIPANTS AND ALUMNI BEGAN NEW ROLES OR EXPANDED THEIR RESPONSIBILITIES IN 2017.

TURNOVER AMONG DLN PARTICIPANTS AND ALUMNI WAS **30%** LOWER THAN TOTAL TURNOVER IN 2017.



OUR WORLD

OUR WORLD

OUR APPROACH

Through responsible, sustainable business practices and our commitment to giving back, we care for the communities and markets where we live and operate our business. Our Global Responsibility & Sustainability strategy at Nielsen includes all environmental, social and governance (ESG) issues that affect our business, operations, and internal and external stakeholders. To activate this strategy, our Global Responsibility & Sustainability team oversees all aspects of our global ESG approach and external reporting; employee engagement through volunteerism and pro bono donations of Nielsen data via our Nielsen Cares and Data for Good programs; as well as employee engagement and increased operational efficiencies from environmental sustainability efforts through Nielsen Green.

Our purpose and mission—and the value they create—are directly connected to our Global Responsibility & Sustainability journey. Each day we work tirelessly to help our clients and the markets we serve operate more efficiently. In order to deliver on this purpose, our mission—what we do—is to provide measurement services that will enable improvement in the marketplace and, ultimately, greater efficiency. This dedication to delivering incremental value through our core business is critical to the way we operate each day around the globe.

Our Global Responsibility & Sustainability strategy helps us manage and articulate our value to the world. It's the foundation for how we think about our responsibility to make a positive impact on the communities and broader environment where we live and work, both through our core business and beyond. Our commitment is simple—to talk, walk and act responsibly by giving back to our communities and mitigating our impact on the environment. It's a concept that is at the very foundation of our company's 90-plus year history and that has been thoughtfully carried through to our purpose and mission today.

Nielsen Global Impact Day, our annual day of global volunteer service, launched in 2012 and broadened our strategic approach to global corporate social responsibility. Since then, we've expanded to include a more comprehensive understanding of what community impact means as part of our global business strategy. To better coordinate these connected efforts, we first formalized our broader Global Responsibility & Sustainability team and strategy in 2016. Today, this strategy consists of three pillars: Responsible Practices & Reporting; Nielsen Cares; and Nielsen Green. The Nielsen Foundation, a separate private foundation funded by Nielsen, also began grantmaking in 2016.



Through our Responsible Practices & Reporting pillar, we connect ESG considerations to critical business issues in order to drive continuous improvement and positive change. Reporting on our progress externally provides transparency and meaningful engagement opportunities with all stakeholders.

Our Nielsen Cares and Data for Good efforts provide new opportunities to help solve critical social challenges, engage employees, attract and retain talent, and show our capabilities in new ways across our clients and communities. Through Nielsen Cares, our employees make a difference by volunteering their time and expertise for communities and non-profit organizations. Nielsen also makes pro bono donations of Nielsen data and expertise, as well as direct corporate cash contributions.

We also strive to drive operational efficiencies that help us manage and reduce Nielsen's impact on the environment. Through Nielsen Green, we are working to be more efficient with resources and decrease our impact on the environment. We've set corporate goals for energy use and waste and have begun tracking progress on greenhouse gas emissions and water use.

Some of the areas we address across our Global Responsibility & Sustainability strategy—specifically, community and social impacts, as well as energy use, business travel and waste—were among the ESG topics identified as top priorities in our [latest non-financial materiality assessment](#). Additional information about the governance structure and processes we've built around this strategy and the management of our top ESG areas, among other priorities, is included in the [Governance](#) section of this report.

In order to measure the effectiveness of our ESG strategy across all areas of our business, we strive to set ambitious goals that will push us forward, both to create new opportunities and reduce any negative impacts associated with running our global operations. We take a collaborative approach to our reporting across all ESG areas when it comes to setting goals, identifying the right key performance indicators (KPIs) to monitor and accelerate our progress and measuring our improvement over time.

Setting our goals and KPIs is a team effort with leaders around the world. A full list of all goals set in our key ESG areas can be found in the [Goals](#) section of this report.

More information about our ongoing Global Responsibility & Sustainability efforts can be found through the [“Responsibility & Sustainability” tab on our Nielsen News Center](#) and [our website](#).

PLAYING OUR PART: NIELSEN AND THE U.N. SUSTAINABLE DEVELOPMENT GOALS

As a global company with a presence in over 100 countries, we recognize our responsibility to do our part in making progress against the collective goals set forth through the United Nations (U.N.) Sustainable Development Goals (SDGs). While the SDGs have a 15-year time horizon ending in 2030, we know that it takes a combination of individual and group action each and every day to move our communities forward. It is through this collective, collaborative action that we are able to make progress more broadly across countries, regions and indeed the entire world.

While we consider each of the 17 SDGs to be important, we recognize the unique role that individual sectors and companies can play. As such, we have aligned the most relevant SDGs for our business with our ongoing strategy to use our core competencies—our data, our science and our people—to make a positive impact in this collective vision for our future world.

No one company, country or individual actor can ensure a positive future for all alone. We are proud to do our small part in furthering the SDGs, particularly as it relates to the seven we've identified where Nielsen can have a unique impact: SDG 1: No Poverty; SDG 2: Zero Hunger; SDG 4: Quality Education; SDG 5: Gender Equality; SDG 8: Decent Work and Economic Growth; SDG 10: Reduced Inequalities; and SDG 12: Responsible Production and Consumption.

“[We worked with Nielsen volunteers] to analyze [year-over-year hunger-related data] and provide more concise, usable data. The volunteers’ ability to quickly grasp what we do, our process and our needs was really impressive, and every single one of the presentations provided great suggestions to improve our work.”

Mollie Koplin, Manager of Corporate Partnerships, Feeding America

NIELSEN & THE U.N. SUSTAINABLE DEVELOPMENT GOALS (SDGs)



SDG 2: ZERO HUNGER

GOAL: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

ALIGNED TARGET - 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

OUR CONTRIBUTION: Our work with Project 8, World Food Programme and Feeding America.



SDG 4: QUALITY EDUCATION

GOAL: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

ALIGNED TARGET - 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

OUR CONTRIBUTION: Ongoing efforts through our Nielsen Cares priority area of education.



SDG 5: GENDER EQUALITY & SDG 10: REDUCED INEQUALITIES*

GOAL SDG 5: Gender Equality: Achieve gender equality and empower all women and girls.

ALIGNED TARGETS - 5.1: End all forms of discrimination against all women and girls everywhere; and 5.b: Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

GOAL SDG 10: Reduced Inequalities: Reduce inequality within and among countries.

ALIGNED TARGET - 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

OUR CONTRIBUTION: Efforts to promote diversity and inclusion in our workforce and beyond.



SDG 12: RESPONSIBLE PRODUCTION AND CONSUMPTION

GOAL: Ensure sustainable production and consumption patterns.

ALIGNED TARGET - 12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

OUR CONTRIBUTION: Sustainable product and service offerings.



SDG 1: NO POVERTY & SDG 8: DECENT WORK AND ECONOMIC GROWTH

GOAL SDG 1: End poverty in all its forms everywhere.

ALIGNED TARGET - 1.1: By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.

GOAL SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

ALIGNED TARGET - 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

OUR CONTRIBUTION: Implementing impact sourcing through our supply chain.

*Both SDGs 5 and 10 are related in terms of our view of Nielsen's contributions in these overlapping areas.

Source: Internal Information

United Nations Sustainable Development Goals (SDGs)

<https://sustainabledevelopment.un.org/sdgs>

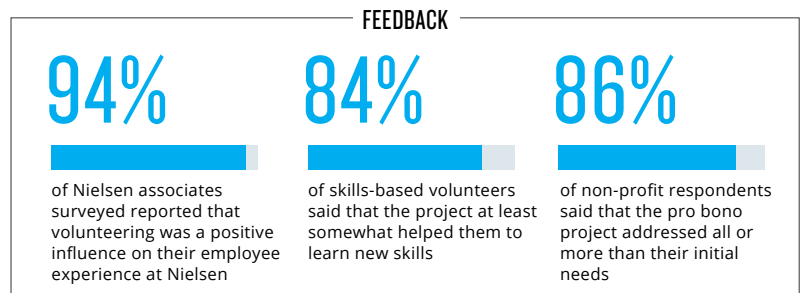
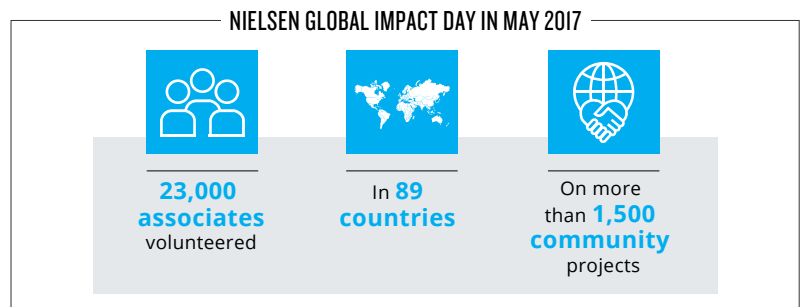
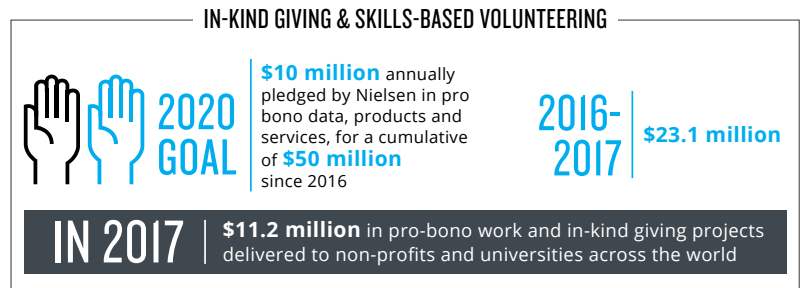
NIELSEN CARES

Nielsen Cares mobilizes our data, expertise and associates to positively impact the communities in which we live and work around the world. Because we believe in the power of our collective impact, involvement and investment, we pledge at least \$10 million each year in pro bono data and in-kind products and services—part of a larger goal to contribute a cumulative \$50 million in-kind from 2016 to the end of 2020. In 2017 alone, we donated \$11.2 million across more than 60 initiatives.

Nielsen Cares focuses on four priority areas that represent the critical societal needs we feel we are best equipped to address, given their strategic importance and our core competencies of our data, our science and our people:

- Hunger and nutrition:** We help non-profits better understand food issues in order to increase global access to food, reduce food insecurity and improve nutrition. The global data we collect about food pricing and consumption can provide non-profits with the insights they need to drive more efficient and impactful programs.
- Education:** We strive to enable the next generation of leaders to excel in reading, computer literacy and math. This directly benefits our business, as we rely on a workforce educated in STEM (science, technology, engineering and math) skills.
- Diversity and inclusion:** We help to economically empower diverse communities by increasing awareness of diverse consumer demographics and by driving career readiness for all. This area of focus reflects the importance of diversity and inclusion to our business, both in our workforce and in our efforts to accurately sample diverse communities.

NIELSEN SOCIAL IMPACT SUMMARY



Source: Nielsen

- **Technology:** Everything we do is rooted in leveraging technology to make an impact. We want to expand technology access and understanding, enabling non-profits to achieve their hunger, education and diversity-related missions by tapping into Nielsen's technical expertise, as well as growing their own skills to be more effective and efficient. Just as Nielsen's business depends more and more on technology, social issues can be addressed in new ways through new solutions.

In these four areas, we encourage and track skills-based volunteering, which includes volunteering by our associates that utilizes their core business skills, experience or education. This kind of volunteering helps non-profits build and sustain operations, while also giving Nielsen employees valuable experience and exposing our brand and capabilities to communities, clients and other stakeholders.

We provide 24 hours of dedicated volunteer time to each Nielsen associate annually, with a goal of logging 300,000 total volunteer hours (including dedicated volunteer time and personal volunteer time) from 2016 to 2020. To date, we've logged over 170,000 total hours across 2016 and 2017 toward that goal. While this volunteering can take place anytime throughout the year, we also organize a worldwide day of service each year called [Nielsen Global Impact Day](#) (NGID). In 2017, our sixth-annual NGID mobilized more than 23,000 Nielsen associates across 89 countries to volunteer through more than 1,500 projects in local communities.

To carry out our Nielsen Cares programs around the world, we maintain and support a global council of approximately 20 Nielsen Cares leaders, representing all geographic markets and multiple functional areas across the company. In coordination with this leadership council, we also have local Nielsen Cares leaders on-site at nearly 150 locations around the world. These leaders work to identify local engagement opportunities with organizations and develop projects for associates to connect with their communities and with each other. Outstanding volunteers are recognized throughout the year through our Nielsen Cares Shining Stars program.

Aligned with our associates' volunteer efforts, we also share pro bono and in-kind resources—such as our data—in support of social causes. We call these Data for Good projects, and they are aimed at sharing Nielsen's consumer insights and data with the world, including non-profits and academic researchers, to make a difference. We focus these projects specifically in the Nielsen Cares priority areas of hunger and nutrition, education, diversity and inclusion, and technology. For example, through the [Nielsen Datasets at the Kilts Center for Marketing](#), we donate Nielsen data for access by academic researchers to extend knowledge, support innovation and enhance the practice of marketing.

Finally, Nielsen also makes direct corporate donations to relevant non-profit organizations. We updated our internal Third-Party Donations Policy in 2017. It further clarifies our requirement that all donations must comply with the Nielsen Code of Conduct (including the Anti-Corruption Compliance Policy) and cannot be given to certain types of organizations (such as political organizations, or any group that discriminates on any basis), among other requirements.

Learn more about our commitment to Nielsen Cares from Andrea Bertels, Director, Global Responsibility & Sustainability, Nielsen & Director, Grantmaking, Nielsen Foundation:



Hear from our non-profit collaborators:



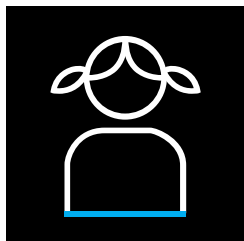
“[We worked with a Nielsen volunteer team to increase our] awareness in Cincinnati. The data has helped us see where we are capturing momentum and where we still have deficiencies. In order to continue to help the homeless and needy, we have to stand out. Projects like this give us the data we need to create action in the right direction.”

Paul Spence, Vice President of Development, City Gospel Mission



“[We worked with Nielsen volunteers to] survey our senior center members. There’s a very small staff in the Center so the amount of time they could have done something like this on their own was extremely limited. This was the first time we conducted a survey of this population in four years. The survey and the report were more sophisticated than anything we could have done on our own, and the survey [has] informed how we have adjusted programming going forward.”

Judy Zangwill, Executive Director, Sunnyside Community Services



“The enthusiasm and dedication of the Nielsen team [was] fantastic, and their perceptions and analyses really helped us to investigate and scrutinize the goals and content of the equality effect’s ‘160 Girls’ project.”

Fiona Sampson, CEO, the equality effect



“Nielsen fully supported HandsOn in our mission to understand Hong Kong citizens’ attitudes toward volunteering and what might empower them to do more. Their team was incredibly professional and also flexible to ensure the project met our needs and uncovered the richest possible insights. The results generated extensive press coverage and will help us to keep the topic of volunteering front and center in people’s minds.”

Sue Toomey, Executive Director, HandsOn Hong Kong

GIVING BACK: 2017 EXAMPLES

The following are just a few examples of how Nielsen and our associates worked to give back to our communities around the globe in 2017:

- Nielsen has donated a variety of data and skills to the World Food Programme (WFP) over the years. In 2017, we sponsored two employee volunteer calls-to-action with WFP: a 24-hour “hackathon” to help WFP [build a chatbot](#) to better and more quickly assess food insecurity, and a data science “datathon” in conjunction with Nielsen Global Impact Day to develop a model to see how existing data can be used to predict food insecurity.
- We donate data every year to Feeding America for their [Map the Meal Gap](#) study, which provides an analysis of what hunger looks like across each county in the United States. We also connect with individual food banks within the Feeding America network to collaborate on various skills-based volunteering projects. In 2017, Nielsen volunteers helped the Houston Food Bank develop a survey to better understand and deliver on their network’s needs. In Chicago, Nielsen associates also took part in a case competition to help Feeding America analyze data, reports and templates to provide insights about the historical success of their programs and better direct their programs and funding.
- We support [Alliance for YOUth](#), a business-driven initiative focused on helping young people make the transition to employment opportunities. The initiative has a strong presence in Europe, and in 2017 it launched in the Middle East, North Africa and Pakistan region as well as Latin America. Through Alliance for YOUth, volunteers from Nielsen and other collaborating companies help young people to prepare for work by offering practical advice, resumé clinics and interview preparation.
- To support research on retail, advertising and consumer purchasing behavior, Nielsen donates disaggregated data valued at millions of dollars each year to the Kilts Center for Marketing at the University of Chicago Booth School of Business. Through the [Nielsen Datasets at the Kilts Center for Marketing](#), eligible academic researchers can apply to access a data warehouse of Consumer Panel, Retail Scanner and Ad Intel Data to advance their research on topics relevant to marketing, economics, finance, policy and health, among others. The Ad Intel dataset was [added to the warehouse](#) in 2017.

- Project 8, a cloud-based, open-data collaboration platform through which a wide variety of stakeholders come together to share, analyze and discuss data on sustainable development and human needs, was created by the United Nations Foundation and [The Demand Institute](#) (jointly operated by The Conference Board and Nielsen). The Project 8 platform is powered by support from Salesforce, a leader in cloud computing, with the implementation services and industry experience of Accenture. The platform has reached 400 users representing public- and private-sector organizations from more than 20 countries.

We recently caught up with three Nielsen alumni to learn how their Nielsen experience influenced their personal development as leaders in the social impact space:



- Learn more about Nielsen Cares directly from associates such as [Juliane, Jessica](#) and other volunteer leaders around the globe.

Hear from our Nielsen Cares leaders



DARYL BATTAGLIA

VP, Strategy &
Innovation, Media
Analytics, Nielsen

I've always had an interest in volunteering. Nielsen Cares has provided a platform to make an impact in our communities on a much bigger scale than what we could achieve alone. When we want to schedule a big volunteer event, or leverage our data and expertise to help a cause, we can now draw upon the 40,000+ Nielsen associates to help make a real difference. It's become a part of our culture and given us a forum to discuss new ways that we can help others.

We're now getting ready for our seventh Nielsen Global Impact Day (NGID), a global day of volunteering that Nielsen does in close to 100 countries each year. It has grown over the years, but my favorite Nielsen Cares experience was the first year, leading NGID in our New York City office. We had ambitious goals and no idea how to make it happen when we first started. The success of that first year helped build a lasting tradition at Nielsen. We created a planning team of over 30 volunteers who each held different roles, from establishing relationships with various non-profit organizations to leading our internal communications.

Participating in Nielsen Cares has been beneficial to my career at Nielsen as well. I've built relationships with so many people from other parts of the company. Leveraging that network has helped whenever I needed to reach out to work with other parts of the company. Nielsen Cares has given me the chance to develop my leadership skills in different ways as well, leading large company initiatives. Perhaps most importantly, it has helped create a positive environment at Nielsen, and a company we can all be proud to be a part of.



NEAL BONNER

VP, Team Leader,
Local Media Analytics,
Nielsen

I firmly believe that Nielsen Cares makes my Nielsen experience complete. I had the good fortune of being involved in Nielsen Cares almost immediately after joining Nielsen in September 2013. In short, my experience with Nielsen Cares has exposed me to great new experiences, expanded my internal network and made me a better and more effective professional.

At the local level here in Columbia, Md., there is a group of about 10 associates whom I would consider to be “active” Nielsen Cares participants. I have found that these Nielsen associates are passionate, creative and full of ideas. These are people who exude contagious energy and dedicate themselves to ensuring that the Nielsen Cares experience is rewarding for everyone. Most importantly, I have found that the active Nielsen Cares participants inveterately embrace Nielsen’s values. This is a group that I love spending time with.

For the past year, I have been fortunate to be a part of the Nielsen Cares Global Council, a group that represents Nielsen across geographies, focusing on making Nielsen Cares the best it can be. I have learned so much from this group, especially as it relates to creative ways in which Nielsen associates can get involved to support our priority cause areas. It is such a humbling experience to listen to the stories of our colleagues across the globe in terms of the activities they lead.

Finally, through Nielsen Cares I have established an ongoing series of meetings with Junior Achievement, a non-profit organization that fosters work-readiness, entrepreneurship and financial literacy skills. The Columbia Nielsen Cares team visits area high schools on a quarterly basis and leads discussions about the importance of developing soft skills in building a career. Getting the opportunity to work with high school students as they get ready for their next journey has been very rewarding.

All in all, the sky is the limit in terms of what Nielsen associates can get out of the Nielsen Cares experience.



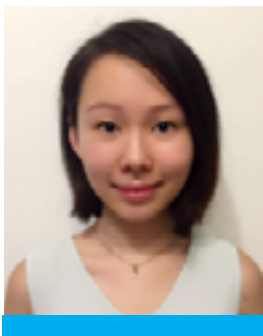
BOLIVAR VERBEL

Master Black Belt,
Business Process
Improvement, Nielsen

I've had a passion for Nielsen Cares since I joined Nielsen in 2015. One of the ways I've used my process improvement skills to make a social impact for a non-profit organization was through co-leading a skills-based volunteering project with the help of colleagues in Business Process Improvement and Data Science to support the [Juanfe Foundation](#), an organization that helps protect the vulnerability of teenage mothers and their children who live in extreme poverty.

We worked together to increase the foundation's efficiency in one of the areas through which beneficiaries learn new skills. Our team helped the foundation learn how to apply process improvement and commercial techniques to increase their margin from an average of -50% to 25% in just six months. To thank the team for their impact and support, Nielsen was invited to speak in Bogotá at the international forum, [Women Working for the World](#), about women's empowerment.

Through Nielsen Cares, I also led Nielsen Global Impact Day (NGID) in 2017 for Latin American Growth markets; in 2018, I'll be one of the global NGID leads. We've set a goal this year to increase the number of volunteers in countries with lower volunteering rates by engaging more field and remote associates, developing more skills-based volunteering projects and increasing manager involvement.



MICKEY CHEUNG

Analyst, Retail, Nielsen

My first skills-based volunteering experience was completing a research study about volunteerism in Hong Kong for HandsOn Hong Kong. This experience provided me with an opportunity to learn more about Nielsen solutions from other verticals, and it also helped sharpen my leadership skills by working closely with the managing director in Hong Kong and Macau and other colleagues.

Starting this first pro bono research project wasn't easy. As an analyst, I haven't had a lot of experience yet with pitching projects and organizing a team, so it was definitely outside of my comfort zone. Through leading this, I was able to learn a lot by going through the process of getting management buy-in, researching the best way for our team to carry out the project and assembling the right team of colleagues to help with this.

NIELSEN GREEN

Compared to many different types of businesses, Nielsen does not have as large an environmental footprint. We are a professional services firm, after all—we don't operate manufacturing plants, mines or any physical production center beyond our data centers. But given the pressing issues of climate change and dwindling natural resources globally, we believe all companies have a role to play in minimizing environmental impacts and maximizing environmental efficiencies and benefits. At Nielsen, we see sound environmental management as central to our business and a key to securing our future. Our primary environmental programs are operated under the umbrella of [Nielsen Green](#).

We have identified direct environmental impacts in several areas: water, waste, energy, business travel, indoor environmental quality, and materials and resources. In our [non-financial materiality assessment](#), three of those issues—waste, business travel and energy—rose to the top as most important, according to both our stakeholders and the realities of our business, so that's where we've been focusing our efforts.

While greenhouse gas (GHG) emissions are not called out specifically in this list of priority issues, we understand the pressing need to halt and reverse global warming and acknowledge the role our resource consumption plays. Thus, many of our efforts aim to drive progress in this regard. Most significantly, our work to reduce energy use in our facilities and decrease business travel help to reduce climate-changing emissions from the burning of fossil fuels. Our efforts to divert and reduce landfill waste, and increase recycling and composting, are also climate-friendly, as the latter options represent a more efficient use of materials and reduce the methane emissions associated with landfill disposal. In early 2018, we completed our first global climate risk assessment to identify Nielsen's climate-related risks; the [results of the assessment](#) are discussed below. A more detailed discussion of our understanding of Nielsen's obligation to operate responsibly in the face of climate change was [published in spring 2018](#) on our News Center.

In 2016, we set three corporate environmental [goals](#) to drive our strategy:

- Reduce global energy use per square foot of facility space by up to 5% by 2020, compared to a 2015 baseline;
- Upgrade our data center storage to energy-efficient "all-flash" by 2019; and
- Ensure that virtually none of our global e-waste is sent to landfills by 2020.

Progress toward these goals is discussed in the sections that follow.

While our Global Responsibility & Sustainability (GR&S) team established these goals and oversees their implementation, day-to-day execution is owned and managed at the operational level. Our [environmental policy and guidelines for operations](#) help to guide these local efforts. We use an environmental management system software for all environmental data collection, management and reporting. (See the [Governance](#) section for more on the governance and management of our environmental activities.)

We are active with a variety of external organizations on issues relating to environmental sustainability—both to learn and to share our own experience and expertise. For example, we contributed data to the U.N. Global Pulse’s [Data for Climate Action](#) challenge. As noted previously, we play a leading role in [Project 8](#), an online data collaboration platform that allows researchers to share and analyze data related to sustainable development. We also champion the Global Partnership on Sustainable Development Data, a global network of governments, non-governmental organizations and businesses working together to use data to address sustainable development issues.

Additionally, an associate on our GR&S team serves on the Global Reporting Initiative’s (GRI) Global Sustainability Standards Board, a cross-sectoral group with sole responsibility for setting the GRI’s globally accepted standards for sustainability reporting. And finally, we regularly conduct research for clients about environmental perceptions, issues and concerns, to help them more efficiently develop products, services, partnerships and internal actions that consider environmental impact. Our website contains our latest [insight reports](#), spanning a wide range of topics including sustainability.



YAMINI DIXIT

Director, Global
Responsibility &
Sustainability, Nielsen

At Nielsen, we understand the urgency around climate change and the need for responsible citizenship. As a global company, we hold ourselves accountable as advocates to identify and bring awareness to sustainable options, and are committed to driving forward a holistic approach towards this critical global effort. The sustainability market drivers are dynamic, and our stakeholders expect Nielsen to continue evolving our strategies through an adaptive ESG approach.

As we build on our tools and infrastructure to meet this rising demand, our Nielsen Green program seeks to design channels that align our initiatives and opportunities consistently across all areas and regions of operations.

We are integrating our sustainability codes into our global strategy by not just identifying environmental efficiencies in our business that impact the bottom line, but also by driving responsible citizenship and 'doing right' by the communities and world we live and work in.

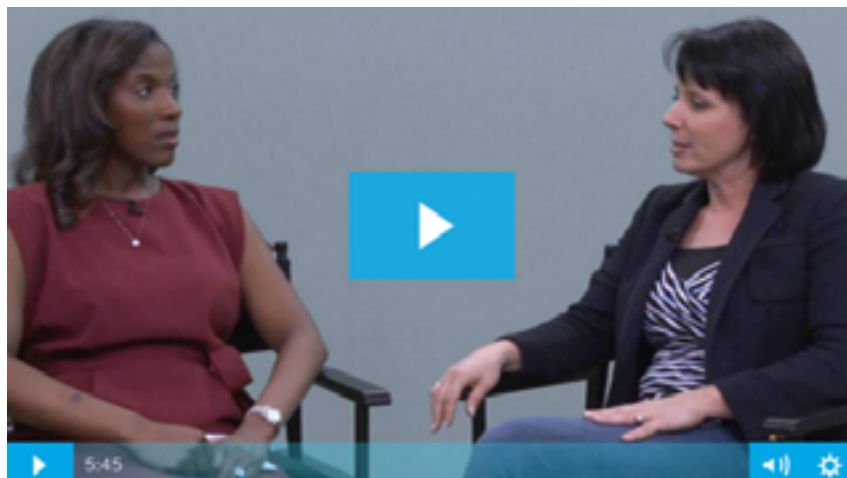
Nielsen Green reaffirms our commitment to sustainability through cross-functional collaborations globally and regionally; grassroots engagement with our Green Team champions who embody a rich spirit of community service; and open, consistent and relevant messaging with all stakeholders, ensuring that the ripple effects of our commitment are felt across our value chain.

ENERGY USE

Among our most important environmental impacts is energy use in our office buildings and data centers. Energy use was identified as one of our key material issues, and two of our goals are helping to drive efficiencies in this area: reduce global energy use per square foot of facility space by up to 5% by 2020, compared to a 2015 baseline; and upgrade data centers to energy-efficient “all-flash” storage by 2019.

Our complete energy use data is provided in the [Environmental Sustainability Data section](#) of this report, as well as the [GRI Content Index](#).

We are reducing energy use by converting to all-flash data storage. Compared to traditional, bulky spinning disk storage, all-flash storage uses less power, has greater capacity in less floor space and requires less cooling. In 2015, we began a migration to all-flash storage, and we are on track to achieve our goal by 2019. Learn more about how we invest in technology to minimize our environmental impacts through this video interview with Kim Anstett, Chief Information Officer, Nielsen:



We are also in the process of consolidating our data centers into five locations, which will help us to be more energy efficient. In 2017 alone, we eliminated 350 servers, saving more than 300,000 lbs. of carbon emissions. Since 2015, our server optimization and virtualization, storage refresh and data center consolidation initiative together have reduced energy consumption by 70% in our data centers. In 2016, this effort resulted in almost 7.7 kilowatt hours (kWh) in power savings, amounting to 7.2 million kilograms (kg) of carbon dioxide (CO₂) emissions avoided.

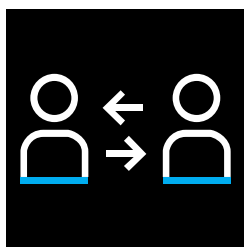
In addition, we saved energy in 2016 by retiring 51 software applications. These retirements are completed when there is no longer a need for a particular service or application, or when it can be converged or combined

with other services. Retiring applications leads to reductions in energy use and physical space. In 2017, we “refreshed” 9,500 laptops by upgrading them and improving their power efficiency instead of sending them to landfill, thereby avoiding more than 90,000 lbs. of carbon emissions.

To assist in our energy-reduction efforts, an associate in our Technology organization developed a Green Calculator, which enables users to determine the energy savings generated by different potential actions. The Green Calculator helps to arm our teams with the understanding they need of the environmental impacts of various initiatives.

In 2017, we looked into increasing our reliance on renewable sources, such as solar panels, for energy generation. However, given that the majority of Nielsen offices are leased, we determined that the investment did not fit our business strategy. At present, a few of our European offices do procure energy from renewable sources, but these account for less than 5% of total Nielsen energy use. We plan to further assess renewable energy procurement in 2018 and beyond.

Finally, we have also driven overall sustainable efficiencies (including, but not limited to, energy use) through building certifications. Our Chicago office is LEED Silver certified, our Tel Aviv office is LEED Gold pre-certified, our Malaysia office is GreenRE Bronze certified and recently our Los Angeles office earned a Green Business certification. We are committed to using 100% LED lighting in all our new office buildings and locations. We are also investigating opportunities to move to LED lighting in our current locations; however, we recognize this remains a challenge given our use of primarily leased spaces around the world.



“JLL incorporates a commitment to sustainability into the real estate services we provide to clients like Nielsen. This partnership works particularly well when our client shares the same desire to be a leader in this area. In Nielsen, we have found such a client and partner.”

Robert Best, Executive Vice President—Energy & Sustainability Service, JLL



ALEX PATENT

VP, Architecture,
Nielsen

For Nielsen, data center efficiency means running world-class infrastructure utilizing the latest technology that reduces our costs and failure points, improves operations and optimizes our system performance while at the same time reducing our physical footprint.

Standardizing our technology in order to focus on options that reduce our carbon footprint is key to our work. Working with teams to design new systems and solutions that consolidate legacy hardware—and that leverage software instead of new hardware—allows us to help drive the long-term sustainability strategy for not only our data centers but for any public cloud or hyperscale data centers Nielsen uses today or in the future.

Going forward, I would like to see our team and Nielsen in general continue to explore new ways to use carbon footprint-reducing technologies and philosophies. We should consider providing incentives for associates to think green in the workplace and in their own workspaces, both in the office and at home, similar to how we provide incentives to associates to be healthier. Helping associates think green in their everyday lives will become great habits that they can then bring into the office with them as well.



KEVIN YOUNG

Principal Architect,
Global Infrastructure
Architecture, Nielsen

Infrastructure architecture has a significant impact on Nielsen's long-term sustainability, as our implementation of newer technologies allows for greater storage, processor and memory capacities within smaller physical server hardware form factors. This compact hardware design greatly reduces the total carbon footprint in the data center as well as provides a reduction in overall power consumption used by the physical server hardware that we purchase.

Nielsen's application development teams directly benefit by having the ability to build and further expand their computing resources within their application environments as usage increases over time. This benefit extends to Nielsen's customer base as well by allowing on-demand computing resources to be added to existing applications rather than waiting for new physical server purchases.

Our ongoing strategy prioritizes newer backup systems that use hard drives rather than traditional magnetic tape media, which consume a lot of space in the data center. The new backup architecture allows us to replace multiple data center racks of legacy tape libraries and consolidate Nielsen's backup infrastructure into a single rack space or less. This, in turn, significantly reduces our overall hardware footprint, requires less data center floor space and lowers power and cooling requirements.

This type of backup architecture in Nielsen's on-premise data recovery operations helps to protect from accidental file deletions, application corruption, and even disaster scenarios by allowing data to be recovered immediately versus waiting hours or even days for a tape delivery truck.

WATER USE IN OUR DATA CENTERS

Another major enhancement in our data centers relates to water use. While water is not a key material issue for Nielsen—our water usage footprint is relatively small given the nature of our business—it is certainly a critical environmental issue in many regions around the globe, and it impacts our employees worldwide.

At Nielsen, we're doing our part by utilizing closed-loop water cooling systems, developed by CyrusOne, in our data centers. Traditional cooling methods require millions of gallons of water per year; CyrusOne's system, by contrast, is filled once with less than 8,000 gallons of water, and that's it. The system has no evaporative cooling, no blowdown, no new water usage and no release into the sewer system. It's a major step forward in the conservation of water use in cooling systems.

BUSINESS TRAVEL

Business travel is a key material issue for Nielsen due largely to the climate impacts of transportation-related carbon emissions. Over the past several years we have been actively seeking ways to reduce our carbon emissions relating to travel.

In 2017, we updated our Travel Policy, which will allow us to better understand our travel-related carbon footprint so that we can more effectively reduce it. Under this policy, we are now more accurately calculating our entire corporate spend relating to travel and entertainment—for example, by including associates in more countries and expanding our online tool to capture more expenses.

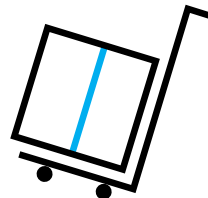
We've also improved the online tool so that sustainable options are made more prominent. For example, more users will now see the videoconferencing option and preferred travel vendors who have been vetted against sustainability criteria. We are also actively promoting the use of Uber and UberPool for business travel, which should decrease spend with traditional, high-emission ground transportation providers, such as SUVs and limos.

Also in 2017, we conducted our first global commuter survey to learn about our associates' commuting habits. We are now working with the results of the survey to help identify regionally and locally appropriate opportunities to make commuting to Nielsen more sustainable.

“The challenge of confronting, understanding and adapting to different cultures and work environments has always fascinated me, and Nielsen has provided me avenues to live this passion. My curiosity has taken me to live and work in six different countries and visit 20 more. Working in our company has allowed me to meet and work with inspiring colleagues and leaders around the globe.”

**Jean-Baptiste, Business Manager,
Retail Consulting and Analytics,
Montreal #ExperienceNielsen**

BUSINESS TRAVEL: AIR



FLIGHT MILEAGE

CARBON (KG)

98,613,259	2017	17,750,387
104,380,907	2016	18,787,371
92,547,364	2015	16,658,525
101,414,400	2014	18,248,863
117,822,682	2013	21,202,268

*Note: This data ONLY represents booking made via American Express Business Travel tool. This does NOT include any direct or separate agency booking, including online agencies such as Expedia, Orbitz, etc. Currently, Nielsen does not have accurate measurements of the spend outside the tool.
Source: Concur

WASTE

We support a variety of initiatives to reduce the generation of waste—particularly electronic waste (e-waste) and paper. And we are continually investigating new, environmentally efficient waste disposal options at each Nielsen facility, in line with our sustainability commitment and local laws and regulations.

Because waste was identified as a key material issue for Nielsen, we've set a goal to send 0% of our global e-waste to landfills by 2020. Nielsen's laptop donation program allows us to direct our used laptops to non-profits in need of them. In 2017, we donated over 60 laptops across North America. We look to expand this program globally in the future. In addition, Nielsen is ensuring responsible disposal of our electronics by working with vendors that are certified as sustainable.

Learn more about our laptop donation program in the context of our overall Green Team strategy by watching this video with Santosh Mathew, Director, Information Technology, Nielsen:



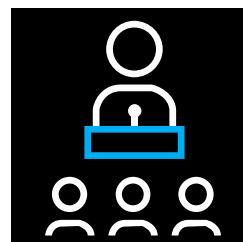
One of the sustainable e-waste vendors we have worked with is CloudBlue, which uses safe and environmentally friendly disposal methods. In 2016, CloudBlue saved Nielsen more than \$440,000 through reuse and recycling (by avoiding landfill disposal costs). This amounted to avoiding almost 673,432 kg of carbon dioxide equivalents (CO₂e) and 64,382 kg of solid waste. In 2017, about \$170,447 was saved. This amounted to avoiding 95,632 kg of CO₂e in greenhouse gas emissions and about 59,041 kg of solid waste. About 1,672,543 kWh of energy usage was also avoided.

In 2017, we launched an e-waste business process improvement project, through which we re-evaluated our current e-waste vendors against sustainable criteria. We are now in the process of onboarding new vendors who will ensure the responsible management of Nielsen's e-waste globally. Our scope for e-waste management in 2017 and 2018 is laptops, desktops, cellular devices and computer peripherals.

We've also taken a number of actions to reduce paper usage and waste. We have set all Nielsen printers globally to default duplex (two-sided) printing, and have established a Travel & Expense (T&E) policy to move all expense receipts online, eliminating the need to print and mail them. North America and Canada have already moved to 100% electronic expense reporting, and we are looking to expand this initiative globally (while adhering to local and regional regulations on expense management). At the end of 2017, we offered to provide our associates with W-2 tax forms electronically as well, instead of mailing them. As of March 2018, more than 3,300 associates had signed up for the electronic option, and we expect that number to grow in 2018. As it relates to unavoidable paper use, we preferentially seek out environmentally responsible paper vendors. One of our largest paper suppliers for North America, Xerox, has ISO 14001 certification for all manufacturing sites; they have evaluated health issues relating to toners and use power-down features in their equipment to save energy.

We have reduced paper purchases in our North America and Latin America regions by 36% between 2016 and 2017. Our 2017 paper purchase for North America was approximately 6.6 million sheets, a 45% reduction from 2016; for Latin America it was approximately 6.5 million sheets, a 22% reduction. We are working to build out the baseline for our other regions, with approximately 30 million and 33 million sheets purchased in our Europe, Middle East, Africa (EMEA) and Asia Pacific (APAC) regions, respectively.

Individual Nielsen offices, with their locally organized [Green Teams](#), also often seek out specific solutions to their waste issues. Our Oldsmar office in Florida, for example, holds a "haz-to-go" recycling event each year, focusing on e-waste. In 2016, they recycled more than 5,300 lbs. of e-waste through this event. In 2017, a total of 1,392 lbs. were recycled (579 electronic lbs. and 713 chemical lbs.). Another example of reducing the impact of our waste on the environment comes from our New York City headquarters; in 2017, all personal trash bins were replaced with recycling bins to encourage employees to recycle more. As a result, our waste diversion rate in New York City increased from 17% in the first quarter of 2016 to 56% in the first quarter of 2017. Our Ukraine Green Team led a "no plastic challenge," during which only cloth bags from home could be used for any personal or office work. The team estimated avoiding over 1,000 plastic bags over four weeks. Other recycling initiatives are also common across most Nielsen offices.



"[We worked with Nielsen volunteers] to develop a robust national monitoring system that enables National CARES to track real-time data on their national mentoring recruitment efforts, including number of mentors recruited, trained and placed. We integrated lessons learned [from the project] into our strategic planning and hired a full-time staff member to oversee and implement some of the recommendations."

Jayne Chu, Director of Development, National CARES Mentoring Movement

CLIMATE RISK ASSESSMENT

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 ensure that climate change risks and opportunities are integrated into our business strategy and that we are taking meaningful action to drive continuous improvements. As mentioned previously, a number of our Nielsen Green initiatives aim to reduce our carbon footprint with a focus on the material indicators we've identified.

For several years we have sought to accurately measure and be transparent with external stakeholders about our climate risks. Understanding our own footprint, and the impact our resource usage has on climate overall, was the first step to determining what these risks are. This report includes our latest [greenhouse gas emissions data](#), for example. We also report a complete set of climate-related data to the CDP (formerly the Climate Disclosure Project) as well as in other stakeholder-requested surveys such as the Dow Jones Sustainability Index, EcoVadis and more. In 2017, we addressed environmental, social and governance issues, including climate, in our [Proxy](#) and [10-K](#) filings.

With data in place, in early 2018 we completed a global climate risk assessment to identify the physical and transitional business risks for Nielsen in the short and long terms; understand how these will impact and drive our business strategy and leadership involvement going forward; and more effectively plan, prepare and invest in a way that secures business continuity and growth.

By investigating physical risks, we aimed to uncover how business assets integral to our operations, such as our facilities, may be affected by extreme weather events (e.g., "super storms," hurricanes, etc.) and changing climate patterns (e.g., increasing drought, heat waves, sea-level rise, etc.). By looking at transitional risks, we identified the potential financial implications associated with regulatory pressures related to climate change (e.g., carbon taxes, emission caps, investing in new technology, etc.) as well as potential reputational risks.

The findings from the climate risk assessment have implications for all aspects of our business. For that reason, we have engaged teams across areas including Global Responsibility & Sustainability, Real Estate/Facilities, Security, Business Resiliency, Risk & Insurance, Technology, Global Procurement, Architecture and Infrastructure. We plan to continue to build on these results and integrate the findings of this assessment into our ongoing strategy across internal operations, so as to implement resiliency measures that will secure our business and associates' safety in the face of potential exposure to risk.

One example of action we are taking as a result of this assessment is our ongoing investigation into carbon risk-adjusted pricing for potential investments, in order to project a more accurate return on investment given both present and potential future climate-related risks.



“I joined the Nielsen team in May 2017 from the Gracenote acquisition. I’m part of a larger Nielsen Facilities team caring for Nielsen North America while remaining responsible for Gracenote globally. For Gracenote, I continue to direct facility activities with three other outstanding Facilities managers. Together we engage in expansions, space refreshes and lease administration projects. I’m also tasked with acting as the liaison between Gracenote and Nielsen, improving business relationships within both facilities and Real Estate, as well as daily operational activities across our North American facilities.”

**Gary Kauffman, Sr. Director of Facilities, NA,
and Gracenote Global, Nielsen**

GREEN MEETINGS

Nielsen Green has established Green Meeting Guidelines for Nielsen associates to use as they plan local meetings and events. Associates are encouraged to share the steps they have taken to make their meetings more sustainable, through assessment forms to track the impact of these efforts. The green metrics they report on range from videoconferencing choices to food waste management to reducing paper usage. The forms are monitored centrally by the Global Responsibility & Sustainability team, and associates are rewarded through our [Whole You program](#) for the efforts they are putting in place. Our voluntary Whole You platform is available for associates in the U.S.; it is an opportunity to collect rewards based on voluntary health, wellness and sustainability-related activities that associates can choose to undertake.

In addition, Nielsen Green and our Industry Partnerships & Events teams are working together to establish key performance indicators that will allow us to track and identify other sustainable efficiencies in how we are organizing and managing our larger-scale global events. For these bigger events, the questions expand to indicators such as selecting venues that promise green facilities and infrastructure, as well as implementing innovative and sustainable communications and registration mechanisms.

GREEN TEAMS

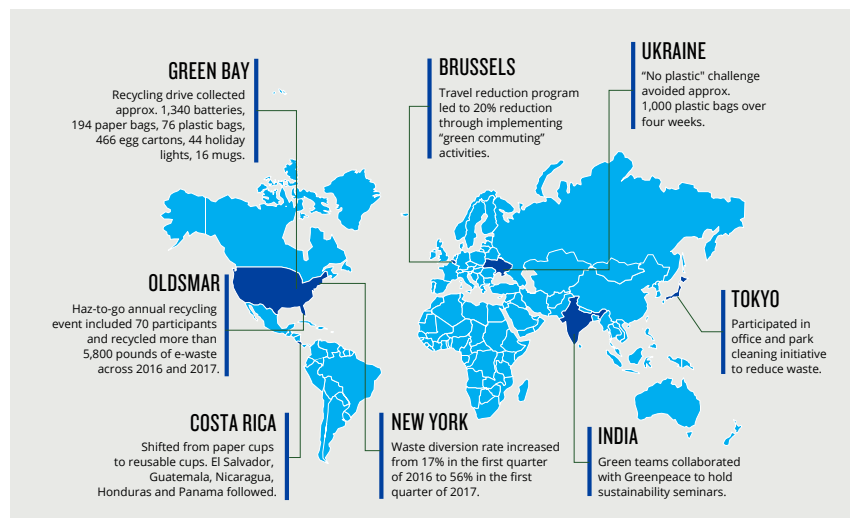
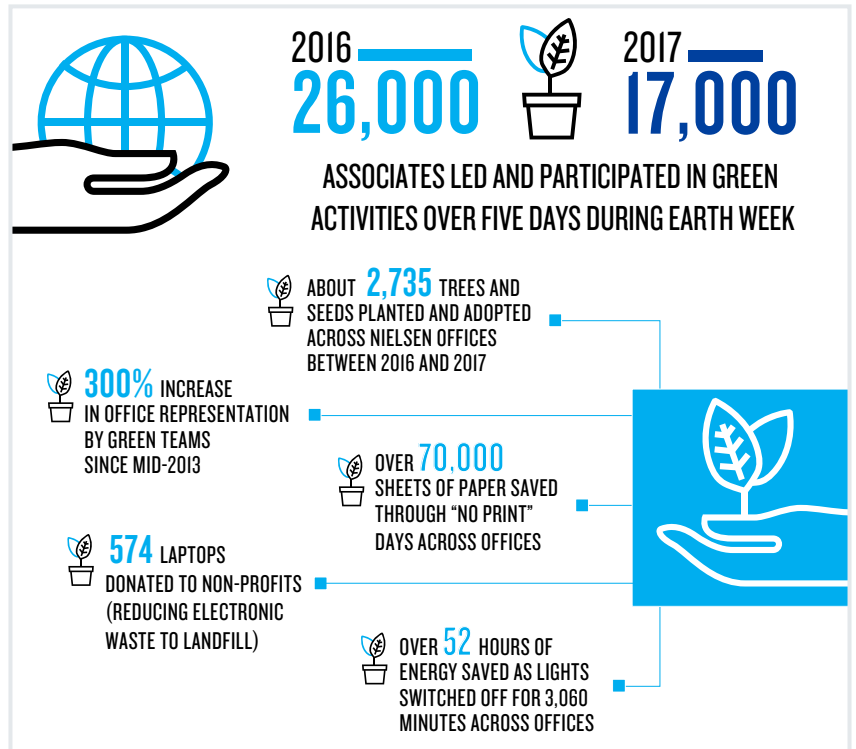
Nielsen is privileged to have thousands of associates around the world who are passionate about working together to reduce our collective environmental footprint. These employees have organized into Green Teams—voluntary groups that lead grassroots projects at our various global locations throughout the year. Through simple but impactful initiatives, Green Teams are changing our behavior and interaction with the environment every day. There has been an over 300% increase in the number of offices that are represented by Green Teams since we launched Green Teams globally in mid-2013.

Our Green Teams lead and participate in activities during Earth Week—our global call-to-action in April of each year. During these five days, our associates from all over the world come together for unique and impactful environmental initiatives. In 2017, more than 17,000 Nielsen associates took part in sustainability activities during Earth Week. Green Teams celebrate another such week again in November, with our Green Awareness Week.

In recent years, Green Teams have implemented a number of unique initiatives. Our laptop donation program, for example, is run by leaders across multiple Green Teams. At our Oldsmar facility in Florida, the Green Team oversaw the installation of an electric car charging station. Elsewhere, Green Teams have installed low-flow faucets and shower heads, dry urinals and dual-flush toilets in our offices; instituted the practice of shutting off lights for an hour every afternoon during peak electricity usage; changed out light switches to those that have timers and motion-detecting sensors; instituted duplex printing; switched from disposable cups to reusable mugs; and established recycling and composting systems. In addition, our Los Angeles office's Green Building certification was spearheaded by the Green Team. Nielsen honors Green Team contributions through our internal Simply Excellent recognition program.

NIELSEN GREEN TEAM IMPACT

EARTH WEEK



Source: Nielsen



SHATIEK GATLIN

Associate, Financial
Leadership Program,
Nielsen

When I was a student at Babson College, I learned about the importance of creating both economic and social value simultaneously. When I joined Nielsen in 2016, that was no different. I initially learned of Nielsen's [Global Responsibility and Sustainability](#) efforts during a presentation at the Emerging Leaders Program onboarding event, and I was deeply connected to Nielsen's commitment to make a difference. After settling into my first rotation of the program, I began putting my passion for protecting the environment into practice, and I organized a team of 10 finance and technology associates to assess the financial viability of key sustainability investments for Nielsen.

We focused our time on three projects that were strategically chosen to align with Nielsen's [material indicators](#) around reducing waste and energy usage:

- Implementing LED lighting in the North America offices.
- Enabling a secure printing function for all printers in an effort to decrease paper waste in North America.
- Assessing if select locations should have solar energy panels.

We worked efficiently by dividing each area into three work streams that focused solely on assessments around each of the topics. Each workstream presented substantial research and evidence that helped drive decision making by the Global Tech Ops Sustainability Council in these areas. This was a unique opportunity to leverage our individual and collective skill sets for the good of Nielsen and the environment. I enjoyed working with and leading this group of passionate and committed associates. It was an amazing experience working cross-functionally and collaboratively on projects that we all deeply cared about. Above all, we had the opportunity to make a difference and drive impact, even as first or second-year associates within the company.

To use my professional skills as a Finance Emerging Leader Associate and my passion for environmental sustainability to make an impact within my first year at the company seems unimaginable. I'll never forget feeling empowered and valued when Crystal Barnes, our Senior Vice President of Global Responsibility and Sustainability, asked me to lead this initiative. The experience altogether demonstrated Nielsen's commitment that I could make a difference as an associate—regardless of my level or number of years within the company, and cements one of my favorite aspects of working here.



DAVID MAXWELL

Manager, Forecast & Activation, Nielsen

I serve as Green Team co-lead for North America. The Green Team to me is a unique opportunity to fuse my profession and one of my passions. Throughout my education, I took the opportunity to learn as much as I could about environmental science. I never had an opportunity to use that knowledge in a tangible way until joining the Green Team at Nielsen.

Of all the initiatives we've worked on as a Green Team, the milestone we reached with the Cincinnati, Ohio, office gaining "Transit Friendly Destination" status sticks out. This was a great strategic initiative that generated community awareness and interest in the office from current employees.

Going forward, we have big things planned for the Green Team. We are in the process of restructuring to better engage employees from a local office level all the way up to the global level. We will be putting a renewed focus on the material impact the Green Team can have on our business, and ultimately, how we can contribute to Nielsen's profitability through environmental efficiency.



SHARANG PANT

Managing Director,
Nielsen Sri Lanka

I led the Green Team in South Asia from 2014 to 2016. It was a huge learning for me as an individual and as a leader on how we can make a difference. Sustainability has to be a way of life extending deep into personal, professional as well as social actions we take on a day-to-day basis.

At Nielsen, we are in a unique position to not only practice sustainability within our own operations, but also make it a part of our measurement of market trends, consumer behavior and consultancy to clients operating across industries. We can be the "sustainability multiplier" when we advise our clients on areas like innovation, market segmentation and sales effectiveness. Each activity under these has a sustainability footprint.

There is a long way to go and a lot more we can do on sustainability. We are in an industry that is becoming more and more oriented toward evolving technology, like machine learning and artificial intelligence. This gives us the opportunity to significantly reduce our carbon footprint as we move to newer ways of measurement.

ENVIRONMENTAL SUSTAINABILITY DATA

As part of Nielsen's data collection strategy, we have established an expansion plan for our tracking and reporting of greenhouse gas (GHG) emissions, resource usage and waste generation. We began with North America coverage in 2015, included Latin America in 2016 and Europe in 2017, and will pursue Middle East, Africa and Asia Pacific data by the end of 2018 and in early 2019. As a result of this plan, we expect a more robust representation of our overall footprint by mid-2019.

The data coverage percentage across all metrics will vary year-to-year due to the nature of Nielsen's global real estate portfolio, because of factors such as office moves or closures, merging locations and new building additions that come with acquisitions. This impacts the global targeted portfolio we use for our data collection.

In 2016, we expanded our emissions calculation to include global business travel, thus reporting on Scope 3 in addition to Scopes 1 and 2. We are currently determining the applicability of the other Scope 3 categories to Nielsen and looking into establishing tracking methodologies as needed.

We work with a third-party verification team—Bureau Veritas North America, Inc. (BVNA)—for assurance of our GHG emissions, water use and waste. All of our [verification statements](#) are available in the Appendix. In this report, we have not restated any previously reported data.

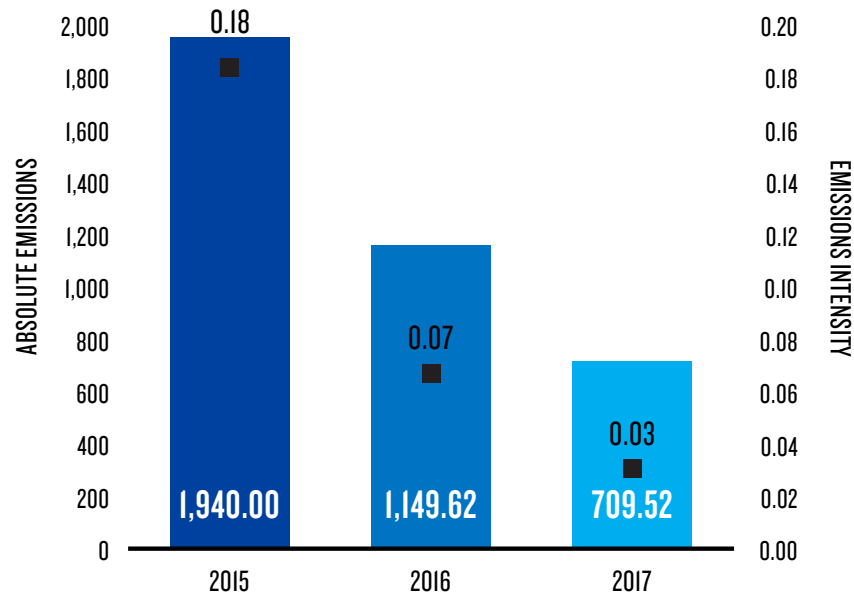
SCOPE 1 GHG EMISSIONS

Scope 1 GHG emissions are direct emissions that come from sources owned or controlled by the reporting entity. For Nielsen, this primarily includes generator fuel and natural gas.

In 2017, our Scope 1 GHG emissions total was 709.52 metric tons carbon dioxide equivalents (CO₂e), representing 26% of our total global targeted square footage in 2017.

SCOPE 1 GREENHOUSE GAS EMISSIONS

Absolute Emissions in Metric Tons CO₂e;
Emission Intensity in Metric Tons CO₂e/FTE



Square feet represented by emissions 2015: 1,196,488; 2016: 1,747,895; 2017: 1,471,979

Intensity reported has been normalized to metric tons CO₂e per FTE for North America in 2015; North America & Latin America in 2016; North America, Europe & Latin America in 2017

Source: Nielsen

SCOPE 2 GHG EMISSIONS

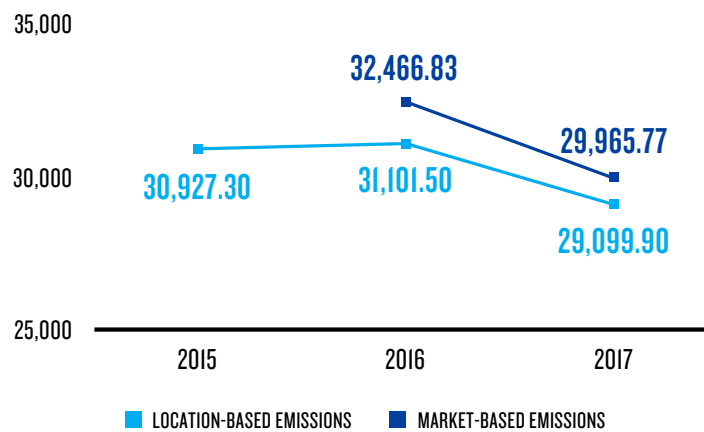
Scope 2 GHG emissions are all indirect emissions from consumption of purchased electricity, heat or steam. For Nielsen, this primarily includes purchased electricity.

Nielsen first reported on market-based Scope 2 GHG emissions in 2016, in addition to location-based Scope 2 GHG emissions. Market-based reporting encompasses any green energy investments the company has made (e.g., renewable energy credits).

As shown in the chart below, in 2017, our location-based Scope 2 GHG emissions totaled 29,099.90 metric tons CO₂e and our market-based Scope 2 GHG emissions totaled 29,965.77 metric tons CO₂e, representing 53% of our total global targeted square footage in 2017.

SCOPE 2 GREENHOUSE GAS EMISSIONS

Data in Metric Tons CO₂e



Square feet represented by emissions 2015: 1,919,202; 2016: 2,776,087; 2017: 3,020,328
 Nielsen started measuring market-based emissions from 2016

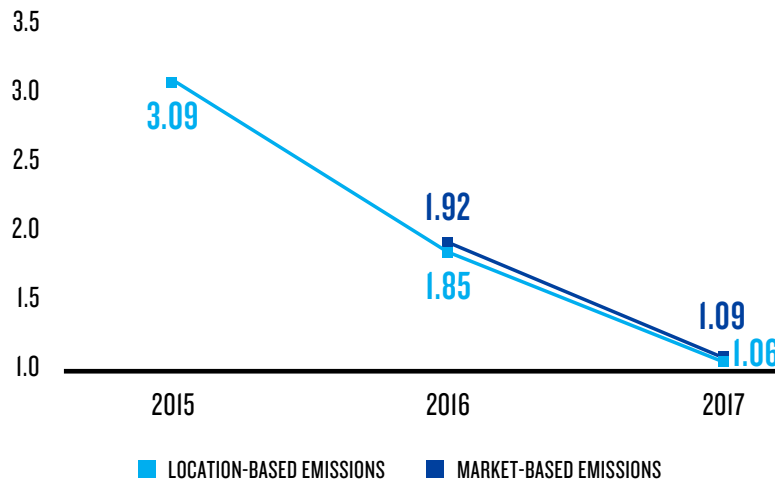
Source: Nielsen

GHG EMISSION INTENSITY

The chart below shows our GHG emissions intensity, normalized by full time employees (FTEs). Note that we also seek to understand our global real estate portfolio by calculating our emissions per square foot. As we continue to expand our measurement coverage, we use targeted square footage as a normalizing factor to compare to our overall global real estate portfolio. Using this normalizing factor, between 2016 and 2017, our Scope 1 and Scope 2 location-based GHG emissions decreased by 11% per square foot.

GREENHOUSE GAS EMISSION INTENSITY

Scope 1 & Scope 2 Metric Tons CO₂e/FTE



Intensity reported has been normalized to metric tons CO₂e per FTE for North America in 2015; North America & Latin America in 2016; North America, Europe & Latin America in 2017
Nielsen started measuring market-based emissions from 2016

Source: Nielsen

SCOPE 3 GHG EMISSIONS

In 2016, we started tracking our Scope 3 GHG emissions, mainly focusing on global business travel (i.e., Category 6 per the GHG Protocol Scope 3 Standard).

The air travel data for emissions calculations represents bookings made through our American Express Business Travel tool; it does not include any direct or separate agency bookings. We continue to investigate the applicability of the other Scope 3 categories for our professional services business.

We saw a 5% decrease in our GHG emissions from business air travel between 2016 and 2017.

SCOPE 3 GREENHOUSE GAS EMISSIONS

Data in Metric Tons CO₂e



Data represents emissions from business air-travel only (Category 6 of GHG Protocol Scope 3 Standard)

Source: Concur & Nielsen

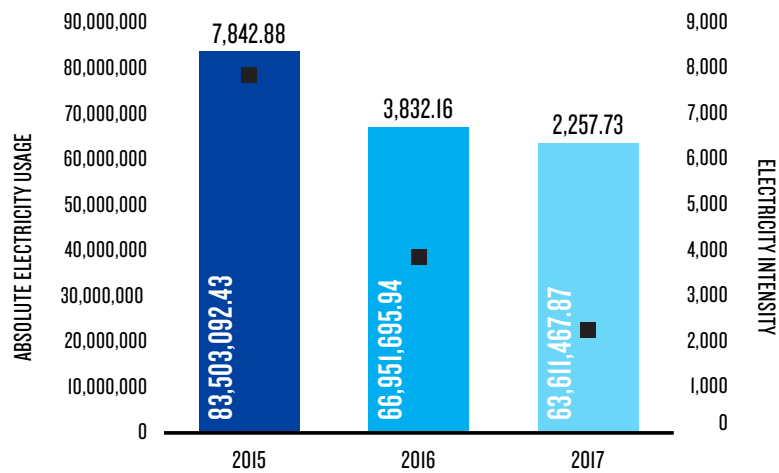
ELECTRICITY CONSUMPTION

In 2017, our total electricity consumption was 63,611,467.87 kilowatt hours (kWh), representing 53% of our total global square footage in 2017.

We saw an 8% decrease in energy consumption per square foot of our global targeted portfolio between 2016 and 2017.

ELECTRICITY USAGE

Absolute Electricity Usage in KWH
Electricity Intensity in KWH/FTE



Square feet represented by usage 2015: 1,919,202; 2016: 2,776,087; 2017: 3,020,328

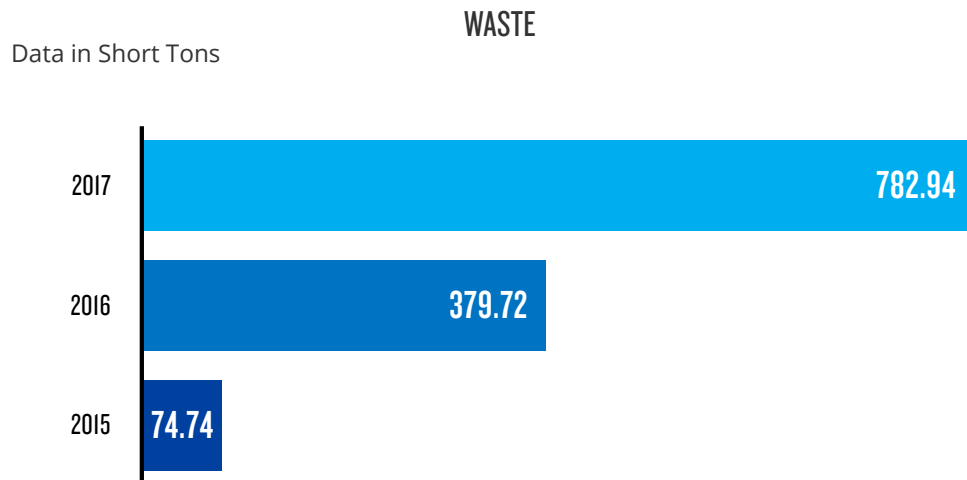
Intensity reported has been normalized to kilowatt hours per FTE for North America in 2015; North America & Latin America in 2016; North America, Europe & Latin America in 2017

Source: Nielsen

WASTE MANAGEMENT

Our reported waste metric consists primarily of landfill waste, excluding composting and recycling. In locations where recycling and/or composting is not set up or is not separated from landfill waste, all waste is assumed to be landfill.

As per the chart below, in 2017 our global waste total was 782.94 short tons, representing 4% of our total global targeted portfolio in 2017.

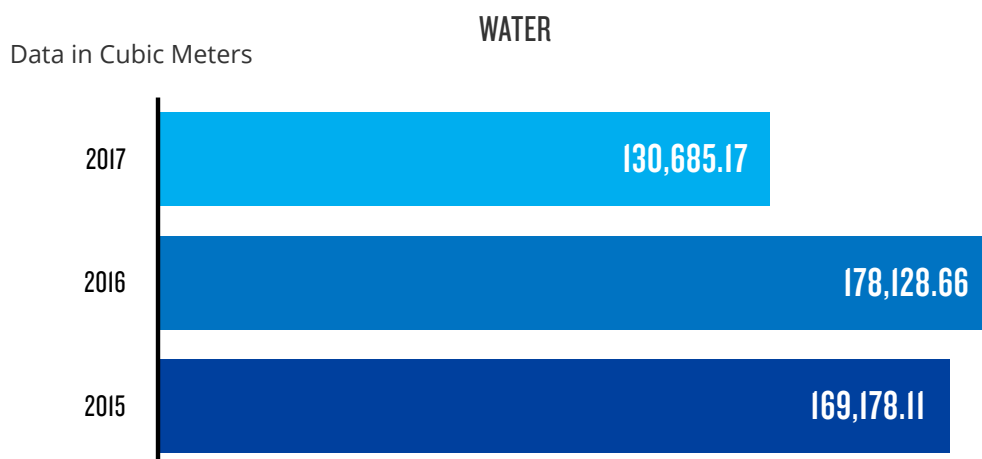


Square feet represented by data 2015: 171,153; 2016: 408,917; 2017: 242,527

Source: Nielsen

WATER CONSUMPTION

As shown in the chart below, in 2017 our total water consumption was 130,685.17 cubic meters. This represents 31% of our total global targeted portfolio in 2017.



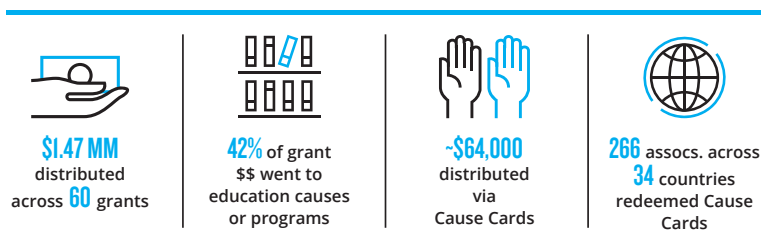
Square feet represented by data 2015: 1,173,365; 2016: 2,269,668; 2017: 1,766,073

Source: Nielsen

NIELSEN FOUNDATION

The Nielsen Foundation, a private foundation funded by Nielsen, seeks to enhance the use of data by the social sector to reduce discrimination, ease global hunger, promote effective education and build strong leadership. The Foundation was established in November 2015 and began grantmaking in 2016. At the outset, Nielsen’s Board of Directors approved an unconditional donation of \$36 million to the Foundation. Throughout 2016 and 2017, the first full year of grantmaking, the Foundation distributed \$1.47 million across 60 grants.

NIELSEN FOUNDATION: YEAR 1 ACCOMPLISHMENTS



DATA FOR GOOD

\$449,400
given in grants for innovative
use of data by nonprofits

OUR PILLARS

- HUNGER AND NUTRITION
- DIVERSITY & INCLUSION
- EDUCATION

SIGNATURE PROGRAMS

Afterschool Alliance +
Discovery Education



Creates **middle-school data science activities for teachers & volunteers to use in class**

Tampa Bay Wave



Supplier diversity accelerator helping women and minorities grow their businesses

Source: Nielsen Foundation

One of the Foundation’s grant programs is Data for Good (D4G), which awards funding to non-profit organizations that use data in innovative ways to improve their work, and that move beyond the use of data for needs assessments or program monitoring and evaluation. In 2017, \$449,400 in Data for Good grants were distributed to eight organizations:

- **Geena Davis Institute on Gender in Media:** To support expansion of the Geena Davis Inclusion Quotient (GD-IQ), a media measurement tool to analyze gender representation in television and film with the goal of impacting researchers, content producers and society.

- **Results for America:** To support the development, dissemination and piloting of a “What Works Toolkit” to help shift human services-focused government investments toward more effective, evidence-based practices.
- **African Leadership Academy:** To support (via the African Leadership Foundation) the Data Fluency Skills Map + African Data Pilot Course to propel a D4G quantitative skills program.
- **United Nations Foundation:** To support the Office of the U.N. Secretary-General’s Envoy on Youth on Measuring the State of Youth in SDGs, a data monitoring instrument to track the progress of youth development in the context of the Sustainable Development Goals, as well as the Young Leaders for the SDGs initiative.
- **International Rescue Committee:** To support the Better DATA project to strengthen capacity to visualize data and to make decisions that promote accountable and transparent humanitarian actions in response to client feedback.
- **Citizen Schools New York:** To support systemic improvements that will help enhance capacity for data collection, elevate understanding of the impact on students’ high school success, and effectively communicate that impact to key constituents.
- **Women for Women International:** To support a multi-year randomized controlled trial that rigorously tests economic empowerment programmatic variations with 1,000 women in Nigeria, to understand what drives the profitability and sustainability of women’s self-employment in fragile settings more effectively.
- **DataKind:** To support DataKind to effectively and ethically deploy pro bono data science power on a project with a mission-driven organization to help that organization better target resources, scale services, save time and money, and get closer to achieving its mission.

Also in 2017, the Foundation launched the Cause Cards program. Nielsen associates who log 12 or more volunteer hours in a quarter can unlock a “Cause Card” to direct a \$200 donation to an eligible non-profit, as a way to further recognize and increase the impact of volunteer hours.

In early 2018, the Nielsen Foundation launched its first signature program with the Tampa Bay Wave’s [TechDiversity Accelerator Program](#). This program is specifically dedicated to fostering the growth of diverse startups in Central Florida and across the country. The Foundation granted Tampa Bay Wave \$100,000 to power the TechDiversity Accelerator which began its first cohort of startups in May 2018.



OUR REPORT

OUR REPORT

REPORT CONTENT

What's unique about this Nielsen Global Responsibility Report? While you may find similar information in our other public disclosures, such as our [Proxy statement](#), [10-K](#) and [Year in Review](#), this report serves as the comprehensive hub for all information about how our environmental, social and governance (ESG) performance and forward-looking strategy connect to our business.

In order to determine the content we would include in this report, our Global Responsibility & Sustainability team considered the nature of our most material overall areas, risks and opportunities, as well as how our ESG and business strategies have evolved in the two years since we published our first report. We also reviewed the key issues that were raised in our [first non-financial materiality assessment, covering 2014–2015](#), to evaluate how progress has been made in the intervening years and to identify where risks, challenges and opportunities still exist. Some of these issues remain on our second, and most recent, [non-financial materiality assessment, covering 2016–2017](#), though they may have been redefined to reflect current circumstances and context. Other issues may have dropped in position because their relative importance to stakeholders and society may have changed or because of other developments.

To determine the boundaries for each material issue, we looked at whether the impacts were primarily within Nielsen and related to the company exclusively, or went beyond Nielsen into other parts of our value chain. Those issues noted as having impacts within the company are in some way directly linked to our business or operations. Those issues noted as going beyond the company may involve upstream impacts to our supply chain or downstream impacts with our clients or even their customers.

We worked closely with internal subject matter experts across all areas of our business, and we relied on stakeholder feedback through our non-financial materiality assessment, to ensure we covered all areas of greatest importance to our various stakeholder groups. We also collaborated with external experts to validate our approach according to the Global Reporting Initiative (GRI) Reporting Principles. Through this external validation, we sought to ensure that this report was complete, inclusive of all stakeholder groups and their interests, and fully reflects the comprehensive set of ESG considerations that are most material to Nielsen, within the context of our global business and operations.

For any questions related to report content or our overall strategy, please reach out to globalresponsibility@nielsen.com.

CONTENT BY STAKEHOLDER GROUP

Here we provide links to specific content within the report that may be of greatest interest to each of our five core stakeholder groups; we anticipate these groups will be our most frequent users of this report.

- **Clients** may be particularly interested in the content included in [Our Company](#).
- **Employees** may be particularly interested in the content included in [Our People](#).
- **Investors** may be particularly interested in the content included in [Our Company](#) and [Our Report](#).
- **Suppliers** may be particularly interested in the content included in [Our Company](#) and [Our World](#).
- **Non-governmental and community organizations** may be particularly interested in the content included in [Our World](#).

CONTENT BY REPORTING FRAMEWORK

In compiling this report, we considered and incorporated indicators from 13 external ESG rating and reporting entities, which were selected based on stakeholder feedback. These entities include (in alphabetical order): Bloomberg ESG, CDP (formerly Carbon Disclosure Project), Dow Jones Sustainability Index (DJSI), EcoVadis, The Financial Times Stock Exchange FTSE4Good, Global Reporting Initiative (GRI), JUST Capital, MSCI, Sustainability Accounting Standards Board (SASB), Sustainalytics, Task Force for Climate-related Financial Disclosures (TCFD), Trucost and Vigeo.

The three rating and reporting entities of highest interest to our stakeholders have historically been GRI, SASB and CDP. Below we provide a full GRI Content Index at the Core level, including links to report content for each material issue.

SASB has identified Professional Integrity, Data Security, and Workforce Diversity & Engagement as its three most critical areas for Professional Services companies like Nielsen. Information about Professional Integrity can be found throughout [Our Company](#), including in our [Governance, Compliance & Integrity](#) and [Risk Management](#) sections; information about Data Security can be found in our [Data Privacy, Security & Integrity](#) section; and, finally, information about Workforce Diversity & Engagement can be found in the [Diversity & Inclusion](#) section and throughout [Our People](#).

The vast majority of relevant information covering CDP and TCFD recommendations, which overlap considerably, can be found within the [Our World](#) section of this report. Information about relevant governance and risk management measures can be found within [Our Company](#). A full list of all GRI indicators covered in this report can be found within our [GRI Content Index](#).



JULIA WILSON

Director, Global
Responsibility &
Sustainability,
Nielsen

Since we published our first Nielsen Global Responsibility Report in May 2016, we've seen a significant growth in the number of external environmental, social and governance (ESG) reporting frameworks, standards-setters and raters. Given the recognized importance of ESG factors on business success and long-term viability, many of these external ESG entities are increasingly recognized by key stakeholder groups—including our clients and investors—as important sources for information about ESG performance.

At Nielsen, we've taken advantage of this variety in ESG entities to craft our own internally driven ESG framework, linking our ESG strategy and external reporting efforts as part of a cohesive cycle focused on continuous improvement. We recognize the importance of external reporting, both to provide transparency for all our stakeholders and as an opportunity to incorporate meaningful feedback into our strategic planning. This is one way we strive to drive progress in the areas that are most relevant to our business and important to our stakeholders.

OUR STRATEGIC APPROACH

Focus and consolidation are at the core of our reporting effort. By pulling in inputs and indicators—well over 1,000 in our case—from the various raters, rankers, standards-setters and frameworks, we've created our own consolidated, internal "ESG database" of the metrics that matter most to Nielsen, cutting out the excess while recognizing the important topics that rise to the top. These indicators are what we share with our internal subject matter experts as part of our effort to prepare Nielsen's external reports, including this one.

Even more importantly, this ESG database also serves as a key part of our guidebook in developing our strategy and measuring our progress over time. We recognize that for any company, conducting a materiality assessment, regularly engaging stakeholders, and connecting business strategy with top ESG focus areas are all key to developing a coherent strategy.

We know that our diverse stakeholder groups have specific areas of interest. To make it easier to access the information they may be looking for in this report, we've provided shortcuts to information that may be of greater interest to particular stakeholder groups. We've also provided information about the various reporting frameworks that are covered within the report, including those that Nielsen proactively shares information with, as well as those that our clients and investors ask us to respond to. Given the large number of different ESG raters, rankers, standards-setters and frameworks that exist to provide companies with opportunities to voluntarily disclose their risks, opportunities and impacts, we reserve the right to continually update and advance our approach in determining which of these we respond to, where we proactively engage and how we ensure the right overall balance of time spent and value delivered for all our stakeholders.

GRI CONTENT INDEX

A full-page GRI Content Index can be found [here](#).

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 101 and 102: GENERAL DISCLOSURES (2016)			
GRI 101	Foundation		This report has been prepared in accordance with the GRI Standards: Core option. Information about all of our material topics, boundaries and our reporting principles can be found in Our Report and our non-financial materiality assessment .
GRI 102-1	Name of the organization		Nielsen
GRI 102-2	Activities, brands, products and services		Comprehensive information about our business, products and services is included in the Who We Are, What We Do section and our value creation model . There are no banned products or services.
GRI 102-3	Location of headquarters		New York and the United Kingdom
GRI 102-4	Location of operations		Nielsen operates in more than 100 countries around the world. In terms of significant operations, Nielsen maintains Nielsen Operations Centers in Mexico, Poland and Malaysia.
GRI 102-5	Ownership and legal form		Nielsen is a public company, traded on the New York Stock Exchange (NYSE).
GRI 102-6	Markets served		Given the global nature of our client base, our geographic presence maps against the markets we serve. More information about the sectors and clients we serve is included in the Who We Are, What We Do section and our value creation model .

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 101 and 102: GENERAL DISCLOSURES (2016)			
GRI 102-7	Scale of the organization		All information related to this indicator, including total number of employees, operations, net sales, and products and services is included in our 10-K (pages 14, 63-125) and in the Relevant Financial Information section in the Appendix.
GRI 102-8	Information on employees and other workers		A significant portion of our activities are not performed by non-employees. Our workforce data includes detailed information about our employee profile.
GRI 102-9	Supply chain		A comprehensive description of our supply chain can be found in the Supply Chain section of this report.
GRI 102-10	Significant changes to the organization and its supply chain		Since the publication of our last Nielsen Global Responsibility Report in May 2016, and as part of our Path to 2020, we have opened Nielsen Operations Centers in Mexico, Poland and Malaysia. The most detailed information about any acquisitions and divestitures during 2016 and 2017 can be found in our 10-K filing (e.g., page 31); these are all publicly available on our Investor Relations website .
GRI 102-11	Precautionary Principle or approach		Consistent with the precautionary principle, we advocate a risk-based approach to our operations through our extensive management systems. The Risk Management section of this report goes into detail about how we manage risk across our organization.
GRI 102-12	External initiatives		A representative list of the industry associations we are affiliated with can be found in the Appendix for this report.
GRI 102-13	Membership of associations		A representative list of the industry associations we are affiliated with can be found in the Appendix for this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 101 and 102: GENERAL DISCLOSURES (2016)			
GRI 102-14	Statement from senior decision-maker		Please see two leadership statements in this report related to our corporate responsibility and sustainability strategy: the Message from Mitch and the Message from Crystal .
GRI 102-15	Key impacts, risks and opportunities		A description of our key impacts, risks and opportunities can be found throughout the Our Company section of this report, specifically in the Risk Management , Governance , Supply Chain , Global Responsibility & Sustainability Strategy and Stakeholder Engagement sections, as well as in our most recent non-financial materiality assessment . Risks are also detailed in our most recent 10-K in the Risk Factors section, starting on page 15.
GRI 102-16	Values, principles, standards and norms of behavior		A description of our values, principles, standards and norms of behavior can be found throughout the Our Company section of this report (e.g., Governance , Compliance & Integrity , Data Privacy , Supply Chain), as well as in our value creation model and the Message from Mitch .
GRI 102-17	Mechanisms for advice and concerns about ethics		Our Speak Up helpline is a resource open to anyone who wishes to report an ethical concern or integrity issue. Multiple options are available for speaking up, including telephone numbers and email addresses. Details can be found in the Compliance & Integrity section of this report and in our Nielsen Code of Conduct .
GRI 102-18	Governance structure		The highest governing body of our organization is the Nielsen Board of Directors, consisting of independent directors. More information can be found in the Governance section of this report and in our Proxy (pages 9-15).

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 101 and 102: GENERAL DISCLOSURES (2016)			
GRI 102-19	Delegating authority		As described in the Governance section of this report, we have a multi-layered approach to governance of environmental, social and governance (ESG) topics that includes the Nomination & Corporate Governance Committee of our Board, our Global Responsibility & Sustainability team, and various leaders and functional teams across our global organization.
GRI 102-20	Executive-level responsibility for economic, environmental and social topics		As described in the Governance section of this report, the executive position responsible for economic, environmental and social topics is responsible for our Global Responsibility & Sustainability strategy, reporting directly to our Chief Legal and Human Resources Officers.
GRI 102-21	Consulting stakeholders on economic, environmental and social topics		The Stakeholder Engagement section of this report details our ongoing processes for engaging with internal and external stakeholders on ESG topics.
GRI 102-22	Composition of the highest governance body and its committees		Detailed information about the composition of our Board of Directors and its committees can be found in the Governance section of this report and in our Proxy (pages 9-15).
GRI 102-23	Chair of the highest governance body		Our CEO and Board chair roles are separate.
GRI 102-24	Nominating and selecting the highest governance body		This is fully described in the charter for our Nomination & Corporate Governance Committee of our Board.
GRI 102-25	Conflicts of interest		Information regarding processes for the Board to ensure conflicts of interest are avoided and managed is detailed in our Proxy (page 21).

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 101 and 102: GENERAL DISCLOSURES (2016)			
GRI 102-31	Review of economic, environmental and social topics		We present updates regarding our Global Responsibility & Sustainability strategy to the Nomination & Corporate Governance Committee of our Board of Directors at least once per year.
GRI 102-32	Highest governance body's role in sustainability reporting		The Nomination & Corporate Governance Committee of our Board reviews the company's policies, practices and positions relating to corporate citizenship and sustainability. As such, the committee oversees corporate social responsibility, environmental quality, climate change and diversity and inclusion, among other ESG areas. The Board does not directly approve this Global Responsibility Report or other ESG reporting.
GRI 102-35	Remuneration policies		Details regarding remuneration policies for our Board and senior executives are included in our Proxy (pages 31-58 and 73-75).
GRI 102-38	Annual total compensation ratio		The ratio of the annual total compensation for our CEO to the median annual total compensation of all employees is included in our Proxy (pages 69-70).
GRI 102-40	List of stakeholder groups		A full description of this is included in the Stakeholder Engagement section of this report and in our non-financial materiality assessment .
GRI 102-41	Collective bargaining agreements		Approximately 30% of Nielsen employees globally are covered by collective bargaining agreements and/or local works councils.
GRI 102-42	Identifying and selecting stakeholders		A full description of this is included in the Stakeholder Engagement section of this report and in our non-financial materiality assessment .

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 101 and 102: GENERAL DISCLOSURES (2016)			
GRI 102-43	Approach to stakeholder engagement		A full description of this is included in the Stakeholder Engagement section of this report and in our non-financial materiality assessment .
GRI 102-44	Key topics and concerns raised		A full description of this is included in the Stakeholder Engagement section of this report and in our non-financial materiality assessment .
GRI 102-45	Entities included in the consolidated financial statements		A full and complete list of all entities included within Nielsen's financial statements can be found in our most recent 10-K as part of Exhibit 21.1, available on our Investor Relations website .
GRI 102-46	Defining report content and topic boundaries		A full explanation of this can be found in the introduction to Our Report and in our non-financial materiality assessment .
GRI 102-47	List of material topics		A full description of this is included in the Our Company section of this report and in our non-financial materiality assessment .
GRI 102-48	Restatements of information		Not applicable
GRI 102-49	Changes in reporting		Not applicable
GRI 102-50	Reporting period		2016 and 2017
GRI 102-51	Date of most recent report		May 2016

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 101 and 102: GENERAL DISCLOSURES (2016)			
GRI 102-52	Reporting cycle		Nielsen publishes a Global Responsibility Report once every two years; we also publish a non-financial materiality assessment in the intervening years. This approach allows us to engage with stakeholders and provide additional transparency by stretching our reporting cycle to accommodate at least one new environmental, social and governance (ESG)-related disclosure per year. We published our first non-financial materiality assessment in 2015 and then again in 2017, while our first Global Responsibility Report published in 2016.
GRI 102-53	Contact point for questions regarding the report		globalresponsibility@nielsen.com
GRI 102-54	Claims of reporting in accordance with the GRI Standards		This report has been prepared in accordance with the GRI Standards: Core option.
GRI 102-56	External assurance		We have not sought external assurance for this report. Our Appendix includes external verification statements for our environmental sustainability data for Scopes 1, 2 and 3.
GRI 201: ECONOMIC PERFORMANCE (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the How We Stay Resilient in an Era of Change and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the How We Stay Resilient in an Era of Change , the Global Responsibility & Sustainability Strategy and the Governance subsections within the Our Company section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 201: ECONOMIC PERFORMANCE (2016)			
GRI 103-3	Evaluation of the management approach		Refer to the How We Stay Resilient in an Era of Change , the Global Responsibility & Sustainability Strategy and the Governance subsections within the Our Company section of this report.
GRI 201-1	Direct economic value generated and distributed		The most complete information about this can be found in the Financial Statements and Supplementary Data section in our most recent 10-K , starting on page 62. Information about this is also included in the Relevant Financial Information section in the Appendix of this report.
GRI 201-2	Financial implications and other risks and opportunities due to climate change		We continue to investigate the financial implications of climate change and other related risks and opportunities through a variety of mechanisms, including our Enterprise Risk Management (ERM) process, and by connecting ESG impacts with regular Finance-focused updates on business objectives. More information about our understanding of the effects of climate change on our business--and our strategic approach to mitigating these risks--can be found in Our World , particularly the section detailing our climate risk assessment findings .
GRI 203: INDIRECT ECONOMIC IMPACTS (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the How We Stay Resilient in an Era of Change and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment . More information is also included throughout the Our World section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 103-2	The management approach and its components		Refer to the How We Stay Resilient in an Era of Change , the Global Responsibility & Sustainability Strategy and the Governance subsections within the Our Company section of this report.
GRI 203: INDIRECT ECONOMIC IMPACTS (2016)			
GRI 103-3	Evaluation of the management approach		Refer to the How We Stay Resilient in an Era of Change , the Global Responsibility & Sustainability Strategy and the Governance subsections within the Our Company section of this report.
GRI 203-2	Significant indirect economic impacts		These include but are not limited to areas such as: monetary and in-kind donations and contributions; supplier spending, including our spending with diverse suppliers; and our supply chain impacts, including through impact hiring and other direct and indirect employment practices. These impacts are detailed throughout the sections dedicated to Supply Chain and Our Approach within Our World.
GRI 204: PROCUREMENT PRACTICES (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Supply Chain and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Supply Chain subsection within the Our Company section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Supply Chain subsection within the Our Company section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 204: PROCUREMENT PRACTICES (2016)			
GRI 204-1	Proportion of spending on local suppliers		Information about our spend with diverse and local suppliers, including about our “Buy Local, Grow Global” campaign, can be found in the Supply Chain section of this report. Areas and locations that are defined as “significant locations of operation” are identified based on a mix of factors, including but not limited to our client presence and location of larger office hubs. While we do not currently have comprehensive data regarding purchases made through local suppliers, we have identified this as a metric to prioritize in 2018.
GRI 205: ANTI-CORRUPTION (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Compliance & Integrity and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Compliance & Integrity and Governance subsections within the Our Company section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Compliance & Integrity and Governance subsections within the Our Company section of this report.
GRI 205-1	Operations assessed for risks related to corruption		Detailed information about how we audit and assess risks related to corruption and other areas across our global operations is included in the Risk Management section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 205: ANTI-CORRUPTION (2016)			
GRI 205-2	Communication and training about anti-corruption policies and procedures		Detailed information about how we communicate and train our associates on anti-corruption policies and procedures can be found in the Compliance & Integrity section of this report. Similar information for how we engage with our suppliers around anti-corruption can be found in the Supply Chain section of this report. While the Board of Directors is responsible for approving the Code of Conduct, and the Audit Committee of the Board oversees the Compliance & Integrity program generally, the Board does not receive specific anti-corruption training.
GRI 205-3	Confirmed incidents of corruption and actions taken		Whether an incident is a confirmed case of corruption involves legal determinations and privileged and confidential legal advice. In 2016 and 2017, we had no fines associated with any sort of corruption or issue of professional integrity or duty of care.
GRI 206: ANTI-COMPETITIVE BEHAVIOR (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Compliance & Integrity and Intellectual Property subsections of this report, as well as the Global Responsibility & Sustainability Strategy subsection within the Our Company section and our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Compliance & Integrity , Governance and Intellectual Property subsections within the Our Company section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Compliance & Integrity , Governance and Intellectual Property subsections within the Our Company section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 206: ANTI-COMPETITIVE BEHAVIOR (2016)			
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices		In 2016 and 2017, no anti-trust related legal actions or investigations were initiated. Note that Nielsen has always required employees to comply with competition laws. Our recent update to our Code of Conduct includes two pages on “Competing Fairly” written in a clear and accessible manner to ensure employees understand their obligations. We have trained associates periodically on competition law compliance and intend to do further training in 2018.
GRI 302: ENERGY (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Our Approach, Green Team and Energy Use subsections within the Our World section of this report, as well as the Global Responsibility & Sustainability Strategy subsection within Our Company and our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Our Approach, Green Team and Energy Use subsections within the Our World section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Our Approach, Green Team and Energy Use subsections within the Our World section of this report.
GRI 302-1	Energy consumption within the organization		This information can be found in the section dedicated to environmental sustainability data within Our World .
GRI 302-3	Energy intensity		This information can be found in the section dedicated to environmental sustainability data within Our World .
GRI 302-4	Reduction of energy consumption		This information can be found in the section dedicated to environmental sustainability data within Our World .

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 303: WATER (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside of the organization	Refer to the Our Approach and Water Use in our Data Centers (within Nielsen Green) subsections within the Our World section of this report, as well as the Global Responsibility & Sustainability Strategy subsection within Our Company and our non-financial materiality assessment .
GRI 103-2	The management approach and its components	Inside and outside the organization	Refer to the Our Approach and Water Use in our Data Centers (within Nielsen Green) subsections within the Our World section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Our Approach and Water Use in our Data Centers (within Nielsen Green) subsections within the Our World section of this report.
GRI 303-3	Water recycled and reused		While water is not one of our most material environmental sustainability areas, we recognize the importance of conserving our global water supply and our obligation to do our small part in this effort. We do not yet have data related to the total volume of water recycled and reused by our organization globally, but we will continue to investigate the feasibility of this going forward.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 305: EMISSIONS (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside of the organization	Refer to the Our Approach and Environmental Sustainability Data subsections within the Our World section of this report, as well as the Global Responsibility & Sustainability Strategy subsection within Our Company and our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Our Approach and Environmental Sustainability Data subsections within the Our World section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Our Approach and Environmental Sustainability Data subsections within the Our World section of this report.
GRI 305-1	Direct (Scope 1) GHG emissions		This information can be found in the section dedicated to environmental sustainability data within Our World .
GRI 305-2	Energy indirect (Scope 2) GHG emissions		This information can be found in the section dedicated to environmental sustainability data within Our World .
GRI 305-3	Other indirect (Scope 3) GHG emissions		This information can be found in the section dedicated to environmental sustainability data within Our World .
GRI 305-4	GHG emission intensity		This information can be found in the section dedicated to environmental sustainability data within Our World .
GRI 305-5	Reduction of GHG emissions		While we have not yet established our full global baseline (we aim to have all regions covered in 2019, with calendar year 2018 data collected), our data center initiatives and e-waste recycling efforts demonstrate GHG reductions.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 305: EMISSIONS (2016)			
GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX) and other significant air emissions		We do not have this data available.
GRI 307: ENVIRONMENTAL COMPLIANCE (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Nielsen Green subsection within the Our World section of this report, as well as the Global Responsibility & Sustainability Strategy subsection within Our Company and our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Nielsen Green subsection within the Our World section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Nielsen Green subsection within the Our World section of this report.
GRI 307-1	Non-compliance with environmental laws and regulations		In 2016 and 2017 we had no instances of non-compliance with environmental laws or regulations.
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Supply Chain and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Supply Chain subsection within the Our Company section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT (2016)			
GRI 103-3	Evaluation of the management approach		Refer to the Supply Chain subsection within the Our Company section of this report.
GRI 308-1	New suppliers that were screened using environmental criteria		As detailed in the Supply Chain section of this report, through our Global Procurement team, we seek to manage our supply chain in an ethical, legal and socially responsible manner. We solicit supplier diversity and sustainability information during the request for proposal process for new suppliers. And since January 2015, our standard contract terms obligate 100% of our suppliers to abide by the Nielsen Supplier Code of Conduct , which is available in 12 languages and conveys our expectations in areas such as human rights, health and safety, environmental management, ethics and more. In 2017, 82 suppliers complied with our request to complete environmental, social and governance assessments, up from 54 in 2016.
GRI 308-2	Negative environmental impacts in the supply chain and actions taken		This information is included in detail in the Supply Chain section of this report.
GRI 401: EMPLOYMENT (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Our People section of this report, and the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Our People section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 401: EMPLOYMENT (2016)			
GRI 103-3	Evaluation of the management approach		Refer to the Our People section of this report.
GRI 401-1	New employee hires and employee turnover		This information is covered in the Workforce Data section within Our People in this report.
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		In the U.S., employees who work 35 hours per week qualify for full-time benefits.
GRI 401-3	Parental leave		These benefits are detailed in the Employee Well-Being subsection of Our People .
GRI 402: LABOR/MANAGEMENT RELATIONS (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Our People section of this report, and the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Our People section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Our People section of this report.
GRI 402-1	Minimum notice periods regarding operational changes		Local laws vary, but best practice is to give the legally mandated notice, or 30 days, whichever is the most generous notice period.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 403: OCCUPATIONAL HEALTH AND SAFETY (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside the organization	Refer to the Occupational Safety subsection within the Our People section of this report, and the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Occupational Safety subsection within the Our People section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Occupational Safety subsection within the Our People section of this report.
GRI 403-1	Workers' representation in formal joint management-worker health and safety committees		Given the nature of our organization, we do not have formal joint management-worker health and safety committees. However, we do take care to address any relevant health and safety issues with employee input, if and as needed. An example of this in the context of our field operations is the safety committee we have for our Television Audience Measurement Operations in the U.S. Additional information about our approach to health and safety issues, and how we engage employees around the world, is detailed in the Occupational Safety subsection in Our People .

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 403: OCCUPATIONAL HEALTH AND SAFETY (2016)			
GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities		Our workforce is predominantly based in offices, where occupational safety issues are minimal. However, we do have a significant population of field associates who recruit and maintain research panelists, visit retail stores for inventory tracking and service Nielsen equipment. These associates are critical to our success as a company, and we strive to ensure that they stay safe on the job. The most common health and safety issues they face are slip-and-fall injuries and traffic accidents. More information is detailed in the Occupational Safety subsection in Our People .
GRI 403-3	Workers with high incidence or high risk of diseases related to their occupation		This is not applicable given the nature of our business.
GRI 403-4	Health and safety topics covered in formal agreements with trade unions		This is not applicable given the nature of our business. However, if and as needed, we would include health and safety topics within union agreements.
GRI 404: TRAINING AND EDUCATION (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside the organization	Refer to the Training & Education subsection within the Our People section of this report, and the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components	Inside the organization	Refer to the Training & Education subsection within the Our People section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 404: TRAINING AND EDUCATION (2016)			
GRI 103-3	Evaluation of the management approach		Refer to the Training & Education subsection within the Our People section of this report.
GRI 404-1	Average hours of training per year per employee		This information is covered in the Workforce Data subsection within the Our People section of this report.
GRI 404-2	Programs for upgrading employee skills and transition assistance programs		This information is covered in the Training & Education subsection within the Our People section of this report.
GRI 404-3	Percentage of employees receiving regular performance and career development reviews		100% of employees have access to career development resources. More information about our approach to regular performance and career development reviews is covered within the Our People section of this report.
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside the organization	Refer to the Diversity & Inclusion subsection within the Our Company section of this report, as well as the Onboarding and Talent Development & Review subsections within the Our People section of this report. Also refer to the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Diversity & Inclusion subsection within the Our Company section of this report, as well as the Onboarding and Talent Development & Review subsections within the Our People section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY (2016)			
GRI 103-3	Evaluation of the management approach		Refer to the Diversity & Inclusion subsection within the Our Company section of this report, as well as the Onboarding and Talent Development & Review subsections within the Our People section of this report.
GRI 405-1	Diversity of governance bodies and employees		This information is covered in a number of subsections within this report: Workforce Data ; Diversity & Inclusion ; and Governance .
GRI 405-2	Ratio of basic salary and remuneration of women to men		This information is covered in the Labor Practices & Compensation subsection within the Our People section of this report. We have also provided this information through a U.K.-specific disclosure .
GRI 406: NON-DISCRIMINATION (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside the organization	Refer to the Diversity & Inclusion subsection within the Our Company section of this report, as well as the Onboarding and Talent Development & Review subsections within the Our People section of this report. Also refer to the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Diversity & Inclusion subsection within the Our Company section of this report, as well as the Onboarding and Talent Development & Review subsections within the Our People section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 406: NON-DISCRIMINATION (2016)			
GRI 103-3	Evaluation of the management approach		Refer to the Diversity & Inclusion subsection within the Our Company section of this report, as well as the Onboarding and Talent Development & Review subsections within the Our People section of this report.
GRI 406-1	Incidents of discrimination and corrective actions taken		We encourage all associates to report any and all concerns through our anonymous and confidential Speak Up helpline. We provide a number of different mechanisms through which employees and others can report claims, as explained in detail in our Code of Conduct .
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside the organization	Refer to the Labor Practices & Compensation subsection within the Our People section, and the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Labor Practices & Compensation subsection within the Our People section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Labor Practices & Compensation subsection within the Our People section of this report.
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		We have not identified any operations or suppliers where workers' rights to exercise freedom of association or collective bargaining may be violated or at risk. Our ongoing efforts to monitor these areas in particular are detailed throughout the Our Company and Our People sections of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 408: CHILD LABOR (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Supply Chain and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Supply Chain subsection within the Our Company section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Supply Chain subsection within the Our Company section of this report.
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor		We have not identified any operations or suppliers where there are risks of child labor. We do note the generally more heightened risk of this in manufacturing suppliers in Asia. Our ongoing efforts to monitor this area are detailed in the Supply Chain subsection within the Our Company section of this report, in our Supplier Code of Conduct and in our global human rights guidelines .
GRI 409: FORCED OR COMPULSORY LABOR (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Supply Chain and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Supply Chain subsection within the Our Company section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Supply Chain subsection within the Our Company section of this report.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 409: FORCED OR COMPULSORY LABOR (2016)			
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		We have not identified any operations or suppliers where there are risks of forced or compulsory labor. We do note the generally more heightened risk of this in manufacturing suppliers in Asia. Our ongoing efforts to monitor this area is detailed in the Supply Chain subsection within the Our Company section of this report, in our Supplier Code of Conduct and in our global human rights guidelines .
GRI 412: HUMAN RIGHTS ASSESSMENT (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Supply Chain, Human Rights and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Supply Chain and Human Rights subsections within the Our Company section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Supply Chain and Human Rights subsections within the Our Company section of this report.
GRI 412-1	Operations that have been subject to human rights reviews or impact assessments		This information is detailed in the Risk Management section of this report.
GRI 412-2	Employee training on human rights policies or procedures		We do not offer specific training regarding human rights at this time; however, this is something we expect to explore in 2018 and beyond. Related to this, as of 2018, all employees are required to complete Code of Conduct training.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 412: HUMAN RIGHTS ASSESSMENT (2016)			
GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		Human rights is included as a component in our Supplier Code of Conduct , which 100% of our suppliers are required to adhere to. Additionally, we have incorporated environmental, social and governance (ESG)-related risks within our standard due diligence questionnaire for potential acquisitions. More information can be found in the Human Rights subsection within the Supply Chain section of this report.
GRI 413: LOCAL COMMUNITIES (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to both the Our Approach subsection within Our World and the Who We Are, What We Do subsection within Our Company . Also refer to the Global Responsibility & Sustainability Strategy and the Stakeholder Engagement subsections within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to both the Our Approach subsection within Our World and the Who We Are, What We Do subsection within Our Company .
GRI 103-3	Evaluation of the management approach		Refer to both the Our Approach subsection within Our World and the Who We Are, What We Do subsection within Our Company .

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 413: LOCAL COMMUNITIES (2016)			
GRI 413-1	Operations with local community engagement, impact assessments and development programs		<p>Since Nielsen does not have factories or large operational facilities, nor do our operations require large amounts of land or resources from the communities in which we operate, our local community impacts are more limited. But we do actively seek to engage with the communities in which we operate to understand their needs and concerns and to make positive contributions to our communities. Relevant information is shared in both the Labor Practices & Compensation subsection within Our People (relating to engagement with works councils) and the Nielsen Cares subsection within Our World (relating to community engagement through volunteerism). Also refer to the Stakeholder Engagement subsection within Our Company, as well as Our Approach within Our World.</p>
GRI 413-2	Operations with significant actual and potential negative impacts on local communities		<p>Since Nielsen does not have factories or large operational facilities, nor do our operations require large amounts of land or resources from the communities in which we operate, our local community impacts are more limited. For that reason, this indicator is not applicable. But we do actively seek to engage with the communities in which we operate to understand their needs and concerns and to make positive contributions to our communities. Relevant information is shared in both the Labor Practices & Compensation subsection within Our People (relating to engagement with works councils) and the Nielsen Cares subsection within Our World (relating to community engagement through volunteerism). Also refer to the Stakeholder Engagement subsection within Our Company, as well as Our Approach within Our World.</p>

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 414: SUPPLIER SOCIAL ASSESSMENT (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Supply Chain and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Supply Chain subsection within the Our Company section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Supply Chain subsection within the Our Company section of this report.
GRI 414-1	New suppliers that were screened using social criteria		As detailed in the Supply Chain subsection within the Our Company section of this report, through our Global Procurement team, we seek to manage our supply chain in an ethical, legal and socially responsible manner. We solicit supplier diversity and sustainability information during the request for proposal process for new suppliers. And since January 2015, our standard contract terms obligate 100% of our suppliers to abide by the Nielsen Supplier Code of Conduct , which is available in 12 languages and conveys our expectations in areas such as human rights, health and safety, environmental management, ethics and more. In 2017, 82 suppliers complied with our request to complete environmental, social and governance assessments, up from 54 in 2016.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 414: SUPPLIER SOCIAL ASSESSMENT (2016)			
GRI 414-2	Negative social impacts in the supply chain and actions taken	Inside and outside the organization	<p>As detailed in the Supply Chain subsection within the Our Company section of this report, through our Global Procurement team, we seek to manage our supply chain in an ethical, legal and socially responsible manner. We solicit supplier diversity and sustainability information during the request for proposal process for new suppliers. And since January 2015, our standard contract terms obligate 100% of our suppliers to abide by the Nielsen Supplier Code of Conduct, which is available in 12 languages and conveys our expectations in areas such as human rights, health and safety, environmental management, ethics and more. In 2017, 82 suppliers complied with our request to complete environmental, social and governance assessments, up from 54 in 2016.</p>
GRI 415: PUBLIC POLICY (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	<p>Refer to the Public Policy & Government Relations and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment. Also refer to the Additional Public Policy & Government Relations Information subsection within the Appendix.</p>
GRI 103-2	The management approach and its components		<p>Refer to the Public Policy & Government Relations subsection within the Our Company section of this report. Also refer to the Additional Public Policy & Government Relations Information subsection within the Appendix.</p>

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 415: PUBLIC POLICY (2016)			
GRI 103-3	Evaluation of the management approach		Refer to the Public Policy & Government Relations subsection within the Our Company section of this report. Also refer to the Additional Public Policy & Government Relations Information subsection within the Appendix .
GRI 415-1	Political contributions		Information about this is included in the Public Policy & Government Relations subsection within the Our Company section of this report, as well as in the Appendix .
GRI 416: CUSTOMER HEALTH & SAFETY (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Not material. For information about why this is not material, refer to the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Not material. For information about why this is not material, refer to the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-3	Evaluation of the management approach		Not material. For information about why this is not material, refer to the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 416-1	Assessment of the health and safety impacts of product and service categories		Not material. This is not applicable given the professional services nature of our business.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 416: CUSTOMER HEALTH & SAFETY (2016)			
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		Not material. This is not applicable given the professional services nature of our business. We have had no incidents of non-compliance in this area.
GRI 417: MARKETING AND LABELING (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Not material. For information about why this is not material, refer to the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Not material. For information about why this is not material, refer to the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-3	Evaluation of the management approach		Not material. For information about why this is not material, refer to the Global Responsibility & Sustainability Strategy subsection within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 417-1	Requirements for product and service information and labeling		Not material. This is not applicable given the professional services nature of our business.
GRI 417-2	Incidents of non-compliance concerning product and service information and labeling		Not material. This is not applicable given the professional services nature of our business. We have had no incidents of non-compliance in this area.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 417: MARKETING AND LABELING (2016)			
GRI 417-3	Incidents of non-compliance concerning marketing communications		Not material. We have had no incidents of non-compliance in this area.
GRI 418: CUSTOMER PRIVACY (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Data Privacy, Security & Integrity and the Global Responsibility & Sustainability Strategy subsections within the Our Company section of this report, as well as our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Data Privacy, Security & Integrity subsection within the Our Company section of this report.
GRI 103-3	Evaluation of the management approach		Refer to the Data Privacy, Security & Integrity subsection within the Our Company section of this report.
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		In 2016 and 2017 Nielsen received a small number of complaints, all of which were either unsubstantiated or resolved directly with data subjects to their satisfaction.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
GRI 419: SOCIOECONOMIC COMPLIANCE (2016)			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Refer to the Our Company section of this report, including the Global Responsibility & Sustainability Strategy subsection, as well as the Our World section. Also refer to our non-financial materiality assessment .
GRI 103-2	The management approach and its components		Refer to the Our Company section of this report, including the Global Responsibility & Sustainability Strategy subsection, as well as the Our World section.
GRI 103-3	Evaluation of the management approach		Refer to the Our Company section of this report, including the Global Responsibility & Sustainability Strategy subsection, as well as the Our World section.
GRI 419-1	Non-compliance with laws and regulations in the social and economic area		We have had no incidents of non-compliance in this area.
Non-GRI Material Issue: FUTURE-FOCUSED LEADERSHIP AND INNOVATION			
GRI 103-1	Explanation of the material topic and its Boundaries	Inside and outside the organization	Future-focused leadership and innovation is one of our top material issues as a company, as identified in our most recent non-financial materiality assessment . Innovation is critical to ensuring our products and services remain useful to our clients. Our value creation model also details how a future-focused orientation and innovation are critical to our business.
GRI 103-2	The management approach and its components		Future-focused leadership and innovation is one of our top material issues as a company, as identified in our most recent non-financial materiality assessment . Innovation is critical to ensuring our products and services remain useful to our clients. Our value creation model also details how a future-focused orientation and innovation are critical to our business.

GRI Indicator	Indicator description	Impact Boundary	Nielsen Response
Non-GRI Material Issue: FUTURE-FOCUSED LEADERSHIP AND INNOVATION			
GRI 103-3	Evaluation of the management approach		<p>Future-focused leadership and innovation is one of our top material issues as a company, as identified in our most recent non-financial materiality assessment. Innovation is critical to ensuring our products and services remain useful to our clients. Our value creation model also details how a future-focused orientation and innovation are critical to our business.</p>



APPENDIX

RELEVANT FINANCIAL INFORMATION

For all information related to Nielsen’s SEC disclosures and otherwise, please visit our [Investor Relations page](#) on Nielsen.com. Included here is a selection of financial disclosures based on the most frequently asked questions from environmental, social and governance (ESG) raters and standards-setters.

SUSTAINABILITY MEASURE		2011	2012	2013	2014	2015	2016	2017
Total capitalization	Short-Term Debt						188	84
	Long-Term Debt						7,738	8,357
	Cash						754	656
	Net Debt						7,172	7,785
	Shareholder's Equity						4,102	4,245
	Total Capitalization						11,274	12,030
5-year EPS CAGR	EPS	0.23	0.75	1.94	1.00	1.54	1.39	1.20
	Five-Year EPS CAGR						1.43	1.10
5-year ROE	Shareholder's Equity		4,830	5,729	5,056	4,433	4,102	4,245
	Net Income		273	740	384	570	502	429
	Return on Equity		6%	13%	8%	13%	12%	10%
	Five-Year Average						0.10	0.11
5-year average change in Operating Margin	Revenue		5,407	5,703	6,288	6,172	6,309	6,572
	Operating Income		876	857	1,079	1,084	1,130	1,214
	Operating Margin		16%	15%	17%	18%	18%	18%
	Five-Year Average						17%	17%
Net Debt Divided by Total Capital	Short-Term Debt						188	84
	Long-Term Debt						7,738	8,357
	Cash						754	656
	Net Debt						7,172	7,785
	Shareholder's Equity						4,102	4,245
	Total Capital						11,274	12,030
	Net Debt / Total Capital						0.64	0.65
Net Debt to Adjusted EBITDA	Net Debt						7,172	7,785
	Adjusted EBITDA*						1,925	2,024
	Net Debt / Adjusted EBITDA						3.7	3.8
Operating Income divided by Interest Expense	Operating Income						1,130	1,214
	Interest Expense						333	374
	Op Inc / Int Exp						3.4	3.2
5-year Total Shareholder Return	Dividends	-	-	265	356	408	434	474
	Share Repurchase	-	-	11	466	667	418	140
	Total	-	-	276	822	1,075	852	614
	Wtd Avg Shares O/S Diluted - 1yr	358	366	381	384	371	362	358
	Total Return to Shareholders - 5yr						3,025	3,639
	Wtd Avg Shares O/S Diluted - 5yr						373	371
	Shareholder Payout Rate per share - 5yr						8.11	9.80
6-year Shareholder Payout Rate	Total Returned to Shareholders - 6yr						3,025	3,639
	Wtd Avg Shares O/S Diluted - 6yr						370	370
	Shareholder Payout Rate per share - 6yr						8.17	9.82

*We define Adjusted EBITDA as net income or loss from our consolidated statements of operations before interest income and expense, income taxes, depreciation and amortization, restructuring charges, stock-based compensation expense and other nonoperating items from our consolidated statements of operations as well as certain other items that arise outside the ordinary course of our continuing operations. We use Adjusted EBITDA to measure our performance from period to period both at the consolidated level as well as within our operating segments, to evaluate and fund incentive compensation programs and to compare our results to those of our competitors.

Source: Internal Finance team

ADDITIONAL GOVERNANCE INFORMATION

A robust description of our governance processes and structure is included in the [Governance](#) subsection within the [Our Company](#) section of this report. Additional information related specifically to our Board of Directors is included here for reference; this is also reflected in our [Proxy statement](#), starting on page 1.

- Our publicly available director independence statement is available in our [Proxy statement](#). Background information about each of our Board members, including biographical details and areas of expertise, can be found [here](#).
 - Note that we do not have a former Nielsen CEO or equivalent on our Board.
 - Our Chairperson and CEO roles are separate.
 - We have a one-tier Board structure. In 2016, we had 11 directors; in 2017, we had 9 directors.
- We value diversity of age, gender, sex, race, nationality, experience and viewpoints--among other aspects--on our Board. We do not have a standalone diversity policy, but we consider this as part of a holistic approach to selecting new Board members. Our [Nomination & Corporate Governance Committee](#) is responsible for ensuring the diversity of our Board.
- There are no anti-takeover provisions in place (e.g., poison pill).
- All members of our Audit Committee are independent Board members; additionally, they all qualify as financial experts.
- We have majority voting standards in place. Based on feedback from a majority of our shareholders, we hold “say on pay” votes annually at our Annual General Meetings of Shareholders.
- We maintain stock ownership requirements for our CEO and other executives; this is 6x salary for our CEO and 3x or 1x salary for other Nielsen Executive Officers.
- While we do not have a minimum attendance standard, we expect that all directors make every effort to attend each meeting. We do not have any directors who have attended less than 75% of Board meetings.
 - In 2016, our Board’s average attendance rate was 90% at both the full Board and committee level.
 - In 2017, our Board’s average attendance rate was 100% for the full Board and 90% at the committee level.

- At a minimum, the full Board meets five times per year and each of our three standing committees meet quarterly. In 2017, our Board met six times, our Audit Committee met eight times and our Compensation and Nomination & Corporate Governance Committees each met six times.
- All members of each Board committee are independent directors.

ADDITIONAL PUBLIC POLICY & GOVERNMENT RELATIONS INFORMATION

Comprehensive information about our approach in this area can be found in the [Public Policy & Government Relations](#) subsection within the [Our Company](#) section of this report and on the [Public Policy](#) page on our website.

As stated in this report, Nielsen does not currently use corporate funds to make direct contributions to candidates, political parties, political action committees (PACs), SuperPACs, 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. NielsenPAC only contributes to federal candidates in the United States. Refer to the Federal Election Commission's [website](#) for additional information.

As needed, we consult with external organizations as it relates to our strategy in this area; these organizations include but are not limited to Mehlman Castagnetti and Wexler and Walker. In order to provide full transparency for our stakeholders, we have provided a yearly breakdown of our total lobbying spend from 2014 to 2017 here. Total spend on lobbying from 2014 to 2017 was \$2,354,600. The yearly breakdown by quarters is as follows:

- 2014 first quarter: \$164,600.00; 2014 second quarter: \$170,000.00; 2014 third quarter: \$140,000.00; 2014 fourth quarter: \$170,000.00.
- 2015 first quarter: \$160,000.00; 2015 second quarter: \$130,000.00; 2015 third quarter: \$140,000.00; 2015 fourth quarter: \$120,000.00.
- 2016 first quarter: \$110,000.00; 2016 second quarter: \$140,000.00; 2016 third quarter *amendment*: \$120,000.00; 2016 fourth quarter *amendment*: \$120,000.00.
- 2017 first quarter: \$110,000.00; 2017 second quarter: \$130,000.00; 2017 third quarter: \$100,000.00; 2017 fourth quarter \$110,000.00.

INDUSTRY TRADE ASSOCIATIONS

The following is a representative—but not exhaustive—list of Nielsen’s relationships with industry trade associations during 2016 and 2017, as well as some ongoing relationships. Organizations are listed in alphabetical order.

- Advertising Research Foundation (ARF)
- AmCham EU
- Americans for Tax Reform
- The Aspen Institute
- Audience Measurement Coalition
- Better Business Bureau
- Bundesverband Digitale Wirtschaft (BVDW)
- Cable & Telecommunications Association for Marketing (CTAM)
- Center for Democracy and Technology
- Center for Information Policy Leadership
- Consumer Goods Forum (CGF)
- Consumer Healthcare Products Association (CHPA)
- Digital Content Next (DCN)
- Digital Dialogue Forum
- ESOMAR
- Food Marketing Institute (FMI)
- Future of Privacy Forum
- Global Market Development Center (GMDC)
- Global Impact Sourcing Coalition (GISC)
- Grocery Manufacturers Association (GMA)
- Information Technology Industry Council
- Insights Association
- Interactive Advertising Bureau (IAB)

- Interactive Advertising Bureau (IAB) Europe
- Interactive Advertising Bureau (IAB) UK
- International Association of Outsourcing Professionals (IAOP)
- International Association of Privacy Professionals
- International Radio and Television Society Foundation (IRTS)
- Marketing and Accountability Standards Board (MASB)
- National Association of Broadcasters (NAB)
- National Association of Chain Drug Stores (NACDS)
- National Association of Convenience Stores (NACS)
- National Grocers Association (NGA)
- National Journal
- Network of Executive Women (NEW)
- PromaxBDA
- Public Affairs Council
- Sustainable Purchasing Leadership Coalition (SPLC)
- Video Advertising Bureau (VAB)
- US ASEAN Business Council
- U.S. Chamber of Commerce
- World Economic Forum

ENVIRONMENTAL DATA VERIFICATION STATEMENTS

2017 data: Our BVNA verification statement for GHG emissions data for Scope 1, Scope 2 (market-based and location-based), and Scope 3 is available [here](#); our verification statement for water and waste is available [here](#).

2016 data: Our BVNA verification statement for GHG emissions data for Scope 1 and Scope 2 (market-based and location-based) is available [here](#); our verification statement for Scope 3 is available [here](#); and our verification statement for water and waste is available [here](#).

OUR FIRST NIELSEN GLOBAL RESPONSIBILITY REPORT

Our first Nielsen Global Responsibility Report was published in May 2016, covering full-year 2015. A PDF is available [here](#).

ABOUT NIELSEN

Nielsen Holdings plc (NYSE: NLSN) is a global measurement and data analytics company that provides the most complete and trusted view available of consumers and markets worldwide. Our approach marries proprietary Nielsen data with other data sources to help clients around the world understand what's happening now, what's happening next, and how to best act on this knowledge. For more than 90 years Nielsen has provided data and analytics based on scientific rigor and innovation, continually developing new ways to answer the most important questions facing the media, advertising, retail and fast-moving consumer goods industries. An S&P 500 company, Nielsen has operations in over 100 countries, covering more than 90% of the world's population. For more information, visit www.nielsen.com.



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