



nielsen

# 2021 INTERIM RESPONSIBILITY UPDATE

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# WELCOME

2020 was a pivotal and historic year that stands to leave a lasting impact on all our communities, as well as on many businesses. We collectively faced the deadly and disruptive COVID-19 pandemic, which brought personal, social and economic devastation to so many. In the United States, the ongoing reality of deep, systemic racism continued to be fully and painfully revealed, resulting in a social justice movement that has reverberated globally. At the same time, our company also underwent profound changes, as we announced the spin-off of Nielsen Global Connect (now known as NielsenIQ), which was completed in March 2021. Through these dramatic shifts, both internally and externally, we remained committed to improving our environmental, social and governance (ESG) performance. We typically report biennially on our ESG work and last released our [Global Responsibility Report](#) in May of 2020. However, with this Interim Update, we aim to provide our stakeholders with a snapshot of our ESG story during this unprecedented year. We now move forward as a media-focused Nielsen and look toward continuing our ESG strategy and setting new ESG goals aligned with our refreshed brand purpose and values.



## A MESSAGE FROM OUR CEO

Times of change test us all. They can deepen our values while they shake our previously held beliefs, and above all, remind us of our true priorities. In 2020, as the world faced unprecedented changes and challenges during the COVID-19 pandemic, we had to collectively reevaluate how we live and work. The United States entered a long-overdue moment of reckoning over systemic racism, as the pandemic highlighted and exacerbated existing disparities and struck hardest on communities of color, with historic protests against racism spreading across the world. The past year also continued to demonstrate the critical problem of misinformation. The need for truth and integrity in media communications became the theme of so many key events, from elections to vaccine campaigns. Within Nielsen, we also navigated significant changes, as we announced the sale of NielsenIQ, which closed in March 2021.

Throughout these changes, we remained focused on the responsibilities we hold to our employees, communities and the markets we serve through our environmental, social and governance strategy and commitments. We doubled down on our long-held core values, including our privacy principles and our commitments to integrity and transparency, community support and reducing our environmental impact. We also worked to move the industry forward with new innovations and a streamlined product portfolio, while keeping pace with best-in-class cybersecurity systems. Our employees have shown us their extraordinary agility and resilience in one of the most difficult years in recent memory, and we moved quickly to protect their health and safety through the pandemic. Now as a media-focused company, this is a truly transformational time for Nielsen, and we have redesigned our products, our business platform and our operating model to ensure that every voice counts.

We are also working to ensure that all voices are heard. We recognize that we have been silent on issues of racial justice and discrimination in the past, and now we have committed to speaking up more often and more honestly. In 2020, we worked to fortify our approach to Diversity, Equity & Inclusion (DE&I), releasing our [Commitment to Fight Racism With Action](#), which emphasized the need to back up our words with tangible goals and progress toward a more equitable and just workplace and society. We started new DE&I learning opportunities to promote allyship, expanded our Diverse Intelligence Series and stood up for public policies we believe in, like a permanent Deferred Action for Childhood Arrivals solution and the removal of a proposed U.S. Census citizenship question. We also expanded our DE&I efforts through our services and products, including the launch of Gracenote Inclusion Analytics to analyze the gender, race, ethnicity and sexual orientation of talent appearing in TV programming and the audiences watching it. In early 2021, I was thrilled to appoint Sandra Sims-Williams as our dedicated Chief Diversity Officer—which was formerly my joint duty—to lead our DE&I efforts in our new chapter as Nielsen.

Against a backdrop of dramatic social shifts, the world’s trajectory on climate change continues to accelerate, and we recognize that everyone has an important and urgent role to play in this crisis. We have met our 2020 environmental goals and are working toward setting additional science-backed emission reduction targets relevant to our new company structure. We also seek to find ways to use our data, products and services to further environmental justice, including supporting nonprofit organizations with pro bono insights to help disseminate awareness of climate change and launch calls to action.

This 2021 Interim Responsibility Update covers our progress during this unprecedented year and helps us to close an important era for our business. As we move forward as a media-focused company, our commitment to our environmental, social and governance values and standards remains as strong as ever, enabling us to move forward in our company’s purpose to power a better media future for all people.

**David Kenny**  
Chief Executive Officer, Nielsen

## ABOUT THIS UPDATE

This 2021 Interim Responsibility Update provides an overview of the key areas of our environmental, social and governance (ESG) strategy, focusing primarily on calendar year 2020 data and highlights. Our [2020 Global Responsibility Report](#) provides a full account of our ESG approach through 2018 and 2019, including supplemental reports for the reporting frameworks most relevant to Nielsen: the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD) and the Global Reporting Initiative (GRI). Unless otherwise noted, the content and data presented here covers the combined Nielsen company during 2020, prior to the sale of NielsenIQ and our transition to a media-only Nielsen. This update also includes a refreshed [SASB Index](#). We plan to release our next full Global Responsibility Report in 2022. For questions, please reach out to Nielsen’s Corporate Citizenship team at [nlsncorporatecitizenship@nielsen.com](mailto:nlsncorporatecitizenship@nielsen.com).

EXTERNAL RECOGNITION HIGHLIGHTS	
	<p>#19 on 100 Best Corporate Citizens by 3BL Media (3<sup>rd</sup> consecutive year on list)</p>
	<p>Named to 2021 Bloomberg Gender Equality Index (3<sup>rd</sup> consecutive year)</p>
	<p>Ranked #1 Media company in JUST Capital’s and Forbes’ “JUST 100” 2021 list (4<sup>th</sup> consecutive year)</p>
	<p>Achieved a 100% score on Human Rights Campaign’s 2021 Corporate Equality Index (8<sup>th</sup> consecutive year) and named one of the Best Places to Work for LGBTQ Equality (7<sup>th</sup> consecutive year)</p>
<p>Member of <b>Dow Jones Sustainability Indices</b> <small>Powered by the S&amp;P Global CSA</small></p>	<p>Included on 2020 Dow Jones Sustainability Index (4<sup>th</sup> consecutive year)</p>

	<p>Received “A” level rating from MSCI ESG Ratings (September 2020) and achieved ISS ESG Prime Status (March 2021)</p>
	<p>Earned a 90% score on the <a href="#">Disability Equality Index</a> in 2020, “Best Place to Work for Disability Inclusion” by Disability:IN</p>
	<p>Ranked #20 on DiversityInc’s 2020 Top 50 Companies for Diversity list</p>
	<p>Included in the FTSE4Good Index in 2020 (3<sup>rd</sup> consecutive year)</p>
	<p>Moved from #100 to #7 on the Equileap Global Report for Gender Equality</p>
	<p>Nielsen CEO David Kenny named #1 on the <a href="#">EMpower 20 Advocates List for 2020</a> and #5 on the <a href="#">HERoes Top 50 advocate executive role models</a></p>

## PROGRESS ON OUR ESG GOALS

Since our first Global Responsibility Report in 2016, we have set a range of public goals to drive progress and hold ourselves accountable to measurable progress in our ESG focus areas. Following the sale of NielsenIQ, we will work to develop new forward-looking goals for Nielsen as we refine our ESG strategy for our new company.

GOAL	STATUS
<b>Diversity, Equity &amp; Inclusion</b>	
<b>Employees</b>	
Have at least one Business Resource Group (BRG, formerly Employee Resource Group) in at least 75% of the countries where we operate.	Achieved
Have at least 80% of people managers join a BRG.	In progress
Increase the representation of women in senior leadership by 7 percentage points by 2023.	In progress
<b>Business Diversity</b>	
Transition and formally establish and manage Business Diversity (formerly Supplier Diversity) as a Global Procurement function by the end of 2018.	Achieved
Annually purchase at least 10% of our U.S. sourceable spend with diverse suppliers.	Achieved
Achieve 5% year-over-year increase or \$103 million in diverse spend by the end of 2019.	Exceeded
Achieve 15% diverse spend in facility management for 2018 and 20% diverse spend in 2019.	Exceeded
Work toward a target of 500 impact sourcing jobs in our supply chain by 2020.	Partially achieved
<b>Human capital</b>	
Meet the industry average of 32.4 training hours per associate, up from 23.4 training hours in 2015.	Adjusted <sup>1</sup>
<b>Governance</b>	
100% of the Board and employees—except where not permitted by local laws—are held accountable for completing required training and certifying that they understand our Code of Conduct.	Achieved
Starting in 2019, 100% of our new suppliers onboarded through Global Procurement provide written acknowledgment of our Supplier Code of Conduct.	Achieved

<sup>1</sup> See “Human capital” section (page 16) for more details.



<b>Environment</b>	
<b>Energy</b>	
Reduce global energy use per square foot of facility space by 5%.	Achieved
By 2019, upgrade our data center storage to all-flash for energy reduction and enhanced efficiency.	Achieved
<b>Waste</b>	
Ensure that virtually none of our global facility-based electronic waste is sent to landfills by 2020.	Achieved
<b>Travel</b>	
Include sustainability criteria in 100% of our major, centrally managed, global travel requests for proposals (RFPs).	In progress
Engage 100% of our travel suppliers on overall sustainability practices. Also, formally assess 80% of our major, centrally managed travel suppliers on environmental, social and governance (ESG) practices through our third-party sustainability scorecard.	In progress
<b>Supply chain</b>	
By 2018, our Vendor ESG program, evaluating suppliers on a variety of ESG issues, was designated to cover up to 50% of total spend with suppliers, up from more than one-third of our spend in 2016.	Exceeded
<b>Community engagement</b>	
Reach 300,000 hours of cumulative employee volunteer time between 2016 and 2020.	Exceeded
Donate at least \$50 million cumulative and \$10 million annually through pro bono projects and in-kind gifts to nonprofits between 2016 and 2020.	Exceeded










# DIVERSITY, EQUITY & INCLUSION

The events of 2020 highlighted and exacerbated the racial and socioeconomic divides around the world. From the disproportionate global impact of COVID-19 on low-income, minority, women and other marginalized groups, to the unequal treatment of people of color by law enforcement in the United States, systemic inequities have been all too clearly illustrated throughout the year. We believe that all voices count and must be heard to secure a better, more equitable future for everyone. It's more important than ever that our company reflects the vibrant diversity of the communities, clients and markets we measure.

At Nielsen, Diversity, Equity & Inclusion (DE&I) is a material area of focus for our company, and we are committed to creating a culture that fosters innovation, trust and engagement. This commitment goes straight to the top, with our executive team. Since 2019, our CEO, David Kenny, who also held the title of Chief Diversity Officer through March 2021, has been a signatory to both the [Leading Executives Advancing Diversity \(LEAD\)](#) CEO Pledge to increase the number of women in senior leadership and [The Hispanic Promise](#) to hire, promote, retain and celebrate Hispanics in the workplace. In March 2021, Sandra Sims-Williams was promoted to Nielsen's Chief Diversity Officer and will continue to push the company's DE&I efforts forward. See our [website](#) for more on our approach to DE&I.

## 2020 DE&I HIGHLIGHTS

-  Set an updated global goal to increase the number of women in mid- and senior-leadership from 39% in 2019 to 46% by 2023. In early 2021, targets were also set to increase U.S. Black mid-level and senior level representation and Latino senior level representation by 2023.
-  Increased diversity of our executive leadership team: 4 out of the 9 leaders are women, and 3 out of the 9 leaders are ethnically diverse.
-  Outlined our [Commitment to Fight Racism With Action](#), including engaging our people and policymakers to build out comprehensive reforms.
-  Achieved our goal to have at least one Business Resource Group in at least 75% of the countries in which we operate.
-  Launched new DE&I learning opportunities focused on allyship and identifying and stopping microaggressions.
-  Expanded our diversity-focused research and insights to analyze the gender, race, ethnicity and sexual orientation of talent appearing in TV programming, as well as of the audiences watching it, and published our findings in the [Being Seen on Screen](#) report.
-  Executed over 100 engagements with various community organizations to share multicultural insights and provide financial support.

We integrate inclusion and accountability throughout the employee experience, with our four main focus areas: People, Product & Thought Leadership, Business Diversity (formerly Supplier Diversity) and Community Outreach.

## BUILDING A DIVERSE TEAM AND AN INCLUSIVE CULTURE

Since 2016, we have required diverse candidate slates for open positions, to help ensure that we attract and build a diverse team. We are equally focused on supporting and retaining diverse employees by building a culture of inclusion and equity. For example, our Diverse Leadership Network (DLN), an ongoing 15-month program, supports the development of diverse leaders within the company and helps us build a talent pipeline from within. While we did not start a new DLN class in 2020 due to COVID-19, we supported alumni with continued coaching and professional development.

In 2020, we continued our unconscious bias training program for people managers called Breaking Through Bias. We also developed and launched an e-learning course, focused on building allies and helping our people recognize microaggressions and intervene on behalf of people who are targeted, including highlighting the relevant Nielsen policies and procedures. Within two weeks after its launch, the “From Witness to Advocate” e-learning had been completed by nearly 1,000 people, including our CEO. Additionally, many people took the Pledge to Allyship and followed the supplementary pathway, “Microaggressions and Allyship,” in Degreed, our learning experience platform.

We are committed to accurately measuring and closing any gender pay-equity gaps that exist within our company, and these efforts are reviewed with the Compensation and Talent Committee of the Board of Directors. In addition, DE&I objectives are integrated into all performance reviews for all employees, to help underscore the importance of these issues for our company.

In response to the COVID-19 pandemic in 2020, we further expanded the ways we support employees, including women and minorities. Recent studies showed that women, and in particular women of color, were disproportionately affected in the workplace by the pandemic. They were furloughed and laid off at a higher rate than men and bore a greater share of home, child care and schooling responsibilities. According to McKinsey & Company and Lean In’s 2020 “[Women in the Workplace](#)” report, nearly one in four women say they may downshift or leave the workforce entirely, an outcome that would have devastating consequences on companies, as well as the wider economy, and which threatens to erase painstaking gains made in gender equality over decades. Thanks in part to the employee support systems we implemented, from increased paid leave to expanded mental health and well-being support, we were able to retain women at the same rate as men in 2020. See [page 18](#) for more on how we supported employees during the pandemic.

In 2020, we also evolved our Employee Resource Groups, as well as our social and environmental volunteer groups, into a new global Business Resource Group (BRG) structure. BRGs are a key part of our employee-led inclusion work. These groups provide valuable opportunities to expand the DE&I conversation at all levels of the company, accelerate diverse representation and enable employees to reach their full potential. BRG leaders and members focus on projects around four pillars: advocacy, education, community and business. As of the end of 2020, we had 11 BRGs with a combined membership of more than 7,500 people, across both Nielsen and NielsenIQ.

## INCORPORATING DE&I IN OUR PRODUCT INSIGHTS

Audience is everything for Nielsen. It's crucial for our business and our clients' success that we have accurate and inclusive audience measurement tools—especially to represent diverse audiences. We are working to lead the conversation on representation and inclusion in media. Our Panel Relations team works to maintain and recruit Nielsen panelists that represent the full diversity of the communities and markets we measure. In addition, we share our data-driven insights through products like our Diverse Intelligence series, which analyzes consumer trends of African-American, Asian-American, Hispanic, veteran, LGBTQ+ and disabled communities. In 2020 and early 2021, our Diverse Intelligence series included reports on [how representative content and access is influencing Black families](#) and how [Asian-Americans](#) are shaping both content and consumption habits in new ways. Our 2020 [Being Seen on Screen](#) report highlighted the significant gaps between groups represented on the screen and audience composition.

In early 2021, we also launched [Gracenote Inclusion Analytics](#) to analyze the gender, race, ethnicity and sexual orientation of talent appearing in TV programming and the audiences watching it. The tool provides content creators, distributors and advertisers with the necessary data to enable more inclusive and representative content.

## BUSINESS DIVERSITY

Last year, we accelerated our Business Diversity efforts in the U.S. in response to the COVID-19 pandemic and its economic fallout, which had a disproportionate impact on diverse businesses. The events of 2020 also showed that the long-running battle for racial justice requires more effort from a greater range of supporting stakeholders.

As we became aware of the impact of the pandemic on small businesses, in particular minority-owned small businesses, we made it our mission to support them by identifying new spending opportunities with diverse suppliers. We focused on new and existing suppliers in the areas of technology, COVID-19 response and marketing, helping us reach \$118 million in sourceable diverse spending in 2020, exceeding our \$110 million goal.

Throughout the year, we also worked closely with industry groups like the National Minority Supplier Development Council and Women's Business Enterprise National Council to understand the changing needs of diverse suppliers and harmonize our efforts with the wider community. In addition, we stepped up our communication with diverse businesses within and outside our existing supply chain, through monthly updates on our upcoming sourcing needs.

In line with Nielsen's wider efforts to fight racism with action, we implemented several new initiatives designed to support diverse businesses in the United States. In November, we launched a [Small Business Support](#) website to link Black-owned small businesses with Nielsen resources, including insights on consumer behavior and opportunities to work with pro bono volunteers. We also created the Next Level Suppliers program, through which we linked seven diverse suppliers with Nielsen employees, ranging from analysts to senior vice presidents. The Nielsen volunteers contributed their time and skills to deliver short-term consulting projects focused on strategic needs like marketing and sales strategies, which small businesses often don't have the time or resources to address.

## BETTER SERVING DIVERSE COMMUNITIES

We have an External Advisory Council (EAC) made up of marketers, media professionals, business and community leaders, to provide insights on how Nielsen can better recruit, represent and reflect the purchasing and viewing habits of multicultural communities. In addition to long-standing relationships with external organizations like the Advertising Research Foundation and the Geena Davis Institute on Gender in Media, we engaged with a range of community groups in 2020 through [Project TrueCount](#). For more on how we are addressing DE&I in our communities through our pro bono work and the Nielsen Foundation, see the [“Community engagement”](#) section of this report.

## RESPONDING TO RACIAL JUSTICE MOVEMENTS IN THE U.S. AND BEYOND

In 2020, the world witnessed historic racial justice protests, sparked in the United States but felt globally, in the wake of the police killings of George Floyd, Breonna Taylor and countless other Black victims of police brutality. Stories like the killing of Ahmaud Arbery further highlighted the deep-rooted racism in many communities. This is a long overdue reckoning on racial justice that we will not ignore.

We affirm strongly and unequivocally that Black Lives Matter and that we will be active participants in building a more just world. The racial justice movements of 2020 accelerated our existing efforts to recognize and dismantle the barriers people of color face due to systemic racism. In June 2020, we made a [Commitment to Fight Racism With Action](#), starting with our own shortcomings. This statement affirmed that though we have not always spoken up on racism, we will be silent no more. We are speaking out in public debates and using our voice and our reach to engage on relevant legislation—including legislation on police brutality and the excessive use of force. We are supporting citizens who advocate for fair treatment. In addition, we are working with community organizations and small businesses to help debunk stereotypes and eradicate hate.

We are also making changes internally to increase open dialogue and transparency. We want to ensure that every employee feels safe and empowered to meaningfully engage around race issues and take action to facilitate real change. We are working to share our internal census data with all our people and setting short- and long-term goals on diversity and representation within the company. We also began rolling out workshops on training to promote racial awareness and active allyship.

While much of our focus last year was on the United States, this is a global issue. We are dedicated to taking a stand against injustices around the world and to maintaining a [global non-discrimination](#) policy to make sure we do so in our own business, wherever we operate.

## BUSINESS DIVERSITY AND SUPPLY CHAIN ESG

With over \$2 billion in institutional spend across Nielsen and NielsenIQ in 2020, we recognize that our purchasing power is a demand signal in the marketplace. We intentionally continue to manage our purchasing to meet our business needs and create positive social and environmental value. We also face supply chain risks, including those relating to climate change, energy use, human rights, conflict minerals and data privacy and security, among others. Through our Supply Chain ESG program, we work to make ethical purchasing decisions that minimize negative impacts and contribute to positive economic, environmental and social outcomes.

Our Global Procurement team, which manages our Supply Chain ESG program, collects diversity and sustainability information from new suppliers during the request for proposal (RFP) process and engages all registered suppliers on their ESG policies, programs and outcomes. We work with our suppliers to improve ESG performance through measurement and disclosure, engagement and capacity building.

Our suppliers are expected to comply with our [Supplier Code of Conduct](#), which covers labor and health and safety practices, environmental management and responsible sourcing of minerals and data privacy, among other issues. The Code includes provisions derived from key international human rights standards and is based on the [Supplier Code of the Responsible Business Alliance](#), the world's largest coalition on responsible global supply chains for the technology industry.

We regularly collect information on strategic suppliers through third-party supplier assessments, which we use to generate an annual ESG risk scorecard and to determine any corrective actions that may be needed. In 2020, we evaluated over 100 strategic suppliers in 26 countries. About one-third of those evaluated received corrective action plans.

Our greatest exposure to human rights risks in our supply chain lies in contract electronic manufacturers, many of which are in Asia. Typically, Nielsen requires its electronics manufacturing suppliers in high-risk countries to complete specific social compliance questionnaires addressing human rights and fair labor conditions at the production facility level. We did not collect this information or perform any on-site factory visits with our contract manufacturers in 2020, as a result of the travel restrictions and factory shutdowns related to COVID-19. However, we expect to restart these practices in 2021. The unprecedented supply chain disruptions caused by the COVID-19 pandemic served as a wake-up call for many companies to think more deeply about their approach to supply chain ESG, and we will continue to advance our approach moving forward. For more information on our approach to managing human rights risks in our supply chain, see our latest [Modern Slavery Statement](#).

We also strive to make a positive social impact through our supply chain by supporting decent work and fair labor practices. At the end of 2020, Nielsen had 449 impact sourcing jobs in our supply chain, a 31% increase over our 2017 baseline. Impact sourcing jobs provide training and employment that help lift workers above the global poverty line. For our work in this area, Nielsen was named to the [IAOP's Impact Sourcing Champions Index](#) in 2020.

Diversity remains a key part of our approach to sustainable and responsible supply chain management. In the United States, we have reframed our supplier diversity efforts as “Business Diversity,” to reflect the strategic value of our diverse partners—both to Nielsen and the wider U.S. economy—and our commitment to economic equity. We have set tangible goals for our supply chain, including to spend 10% of sourceable U.S. spend with diverse businesses, which we achieved in 2020. In late 2020, we increased this goal to 15% by the end of 2022. For more on our business diversity efforts, see the section on “[Diversity, Equity & Inclusion](#)” of this Interim Responsibility Update.



# HUMAN CAPITAL

At Nielsen, we know that our people are our most important asset. Their success is the foundation of our success, and we strive to empower all our employees to reach their fullest potential. We seek to attract, recruit and retain top talent around the world and offer professional growth opportunities that align with our changing business. Our commitment to a diverse, equitable and inclusive workplace is also central to our approach to talent management, and we have continued [to focus on increasing diverse representation](#) throughout the company in 2020.

## 2020 HUMAN CAPITAL HIGHLIGHTS

- ✔ Supported our people during COVID-19 with additional paid sick leave, remote work stipends and other programs, in addition to implementing strict safety protocols.
- ✔ Expanded mental health programming and support, including the Mental Health Hub and a Mental Health Day Away, in recognition of Global Mental Health Day.
- ✔ Provided relevant learning resources to help our employees cope with new challenges amid the pandemic, such as a Learn With Our Leaders series that enabled direct engagement with senior Nielsen leaders on important topics like racial equity and building resilience. The series enabled over 10,000 individual learning moments, and each event was attended by an average of 1,700-plus Nielsen people.
- ✔ Received Gold level recognition from the Business Group on Health's Best Employers: Excellence in Health & Well-Being awards. We received special recognition in Social Determinants of Health for our past work using pro bono NielsenIQ data to help power Feeding America's *Map the Meal Gap* study.
- ✔ Instituted a Time Back Challenge to reduce time spent in meetings in October 2020 and encouraged more efficient, flexible and purposeful operations, resulting in a 53% reduction in total meeting time that month.
- ✔ In early 2021, the Board of Directors Compensation Committee charter was amended to include oversight of human capital management, and the committee was renamed Compensation and Talent.
- ✔ A total of 978 mentor/mentee relationships in Nielsen's Media business accounted for an estimated 17,000-plus hours in mentoring activities.



## WORKING SMARTER DURING COVID-19 AND BEYOND

The COVID-19 pandemic has profoundly shifted the way we live and work. Our flexible work strategy, known as Smart Work, helped us quickly and effectively pivot to a collaborative work experience, with the majority of our workforce working virtually. We developed new and innovative ways of completing much of our fieldwork, including virtual and proximity visits to panelists' homes. As we look to the future, when it becomes safer to broadly reopen our offices, we will maintain the flexibility we were able to achieve in 2020.

## TAKING LEARNING AND DEVELOPMENT TO THE NEXT LEVEL

2020 was largely focused on supporting our workforce through both a global pandemic and a company transition. We adopted a more holistic approach to education to maximize learning effectiveness at Nielsen, through the 70/20/10 model. This model reflects research that shows 70% of learning happens in the flow of job-specific tasks, 20% occurs when engaging with colleagues and through manager interventions and 10% happens in structured formal classes and coursework. In 2020 we began moving away from tracking only learning hours and traditional courses. Instead, we have adopted new ways to learn on our learning experience platform, Degreed, through on-demand short-form activities, including videos, podcasts, book summaries and topical articles. Over 90% of Nielsen's Media employees completed over 48,000 learning activities within the flow of work.

In 2021, we are focused on shaping our Learning and Development approach around our new company purpose and culture. As we develop new key performance indicators (KPIs) for the future, we will be looking for a combination of the criteria below, as well as correlation with mobility and talent outcomes.

- **Reach:** How many people accessed resources? How many people attended the event?
- **Resonance:** Did employees take action and/or apply learnings on the job? Do they feel more equipped to do their work?
- **Reaction:** What did employees achieve as a result? Did it impact their behavior?

## SUPPORTING OUR PEOPLE'S WELL-BEING

The health and wellness of our employees and their families was more important than ever in 2020 and continues to be so. Amid the added stress of a viral pandemic, child and family care responsibilities and ongoing lockdowns, we created a Mental Health Hub and implemented a companywide Mental Health Day Away. The Mental Health Hub has created a single global platform where employees can easily find and review the latest resources on physical and mental health assistance available both to them and their families.

These initiatives build on the wellness programs we already offer, in addition to traditional health insurance benefits. For example, our Whole You program is an interactive platform that takes a holistic approach to well-being, providing a range of tools, resources and guides to financial, social, physical, emotional and environmental health. Employee engagement in wellness programs remained steady in 2020 during a time of disruption that included the pandemic, the transition to remote work and the sale of NielsenIQ. In three 2020 surveys of our Nielsen Global Media employees, on average, 90 percent reported that they felt Nielsen treated employee health and wellness as a priority in its COVID-19 pandemic response.

## HUMAN CAPITAL SNAPSHOT



As of Dec. 31, 2020, we employed approximately 43,000 people worldwide, including approximately 14,000 people in our Nielsen Global Media business and 29,000 people in the NielsenIQ business.



For Nielsen Global Media:

- Total turnover for 2020 was 21.2%, 14.9% voluntary and 6.1% involuntary.
- During 2020, 4.3% of women were promoted and 3.6% of men were promoted.
- 100% of employees have access to comprehensive career development resources, including training and performance reviews.
- In 2020, 93% of our employees accessed our Learning Management System and Degreed platforms, completing over 48,000 learning activities.

## KEEPING EMPLOYEES SAFE DURING COVID-19

As the COVID-19 pandemic began to unfold in early 2020, we quickly executed new policies and practices to ensure the health and safety of our people. We implemented safety protocols for all employees, distributed personal protective equipment (PPE) and safety training where needed and created new facilities management policies and workplace safety committees. For a time, we halted all in-person client engagements for the safety of our staff and changed the way we collect some data to comply with social-distancing requirements. We worked with medical advisers to develop and implement detailed safety procedures for staff before resuming work in the field. Our office-based employees moved to remote work arrangements where possible, leveraging our existing, flexible Smart Work philosophy. To help ease that transition, Nielsen provided remote work stipends.

The pandemic created unexpected and extremely difficult circumstances for many people. We offered supplemental paid sick leave and family care leave to all eligible U.S. employees, as well as four hours of supplemental paid time off per vaccine injection, and conducted an ongoing review of our benefits policies. Employees can also apply for emergency financial grants through the Nielsen Global Support Fund. This allows employees to donate to fellow colleagues in need and to apply for grants in times of personal hardship or natural disaster. In 2020, we distributed almost \$52,000 to 21 of our people in need across seven countries.






# ENVIRONMENT

As the impact of climate change, the exhaustion of natural resources and loss of biodiversity become ever more apparent, we remain committed to limiting our environmental footprint and maximizing our positive impact through the power of our data, products and relationships. We also recognize that environmental and social impacts are closely linked and that climate change, as well as other crises like the COVID-19 pandemic, disproportionately impact marginalized people, including low-income and Black, Indigenous and People of Color (BIPOC) communities. We approach sustainability through an environmental justice lens that includes socio-environmental advocacy.

Our environmental management efforts focus on our most material impact areas: energy, business travel and waste. Nielsen has established efficiency and reduction targets for each area. We take a holistic approach to our overall strategy and measure our footprint and impact across the value chain. This includes working with our suppliers to improve their ESG performance and minimize the life-cycle impact of our products (see [page 14](#)). Read more about our approach to environmental management, programs and progress in our [2021 Global Environmental Policy and Guidelines Across Functions](#) and our [2020 Global Responsibility Report](#).

## 2020 ENVIRONMENT HIGHLIGHTS

-  Met our 2020 goals of energy use efficiency and reduction, environmentally responsible [electronic waste \(e-waste\) disposal](#) and sustainable travel.
-  Continued to stay connected with our people throughout a year of challenges with community engagement initiatives, such as our annual Earth Week, where we pivoted to virtual efforts.
-  Expanded employee engagement in environmental initiatives, including developing a GREEN business resource group (BRG).

## REDUCING OUR ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS

Our data centers and office facilities are some of our larger sources of emissions, and we continually work to reduce our energy use and emissions by enhancing the efficiency of their operations. For example, 95% of the live data storage in our data centers has been upgraded to energy-efficient all-flash or solid-state storage systems. We continue to add further efficiencies by increasing the density of our virtual fleet and reducing our host count, moving us towards a leaner data center portfolio and lower carbon consumption.

## ESTABLISHING RESPONSIBLE EMPLOYEE TRAVEL

Employee travel is another important driver of our emissions and environmental impacts. In 2020, we achieved the goal of engaging 100% of our major travel suppliers on their ESG practices, covering all three major categories of Nielsen's travel spend (air travel, auto travel and hotels/accommodations). While our goal is to include sustainability criteria in 100% of our major, centrally managed request for proposals (RFPs) for travel suppliers, we did not issue any travel RFPs in 2020, due to COVID-19 restrictions. Nielsen's master RFP template already includes sustainability language as a standard operating procedure and will continue to do so moving forward.

## REDUCING AND MANAGING OUR WASTE RESPONSIBLY

Identifying opportunities to reduce landfill waste is a primary area of focus for Nielsen. This approach prioritizes the reduction of on-site paper consumption or using recycled paper, moving to reusable/compostable items in the facility-based cafeterias, replacing waste bins at desks with centralized waste collection spots and promoting increased recycling and composting options. In 2020, through operational and process changes, we [achieved our goal](#) to ensure that 0% of electronic waste (e-waste) processed through our Infrastructure team goes to landfills. We have a zero-tolerance policy for landfilling e-waste and are building on responsible end-of-life management of our electronics.

## UNDERSTANDING AND ADDRESSING CLIMATE-RELATED RISKS

Like all organizations, Nielsen is impacted by climate change in various ways. Some of our global facilities are, for example, in areas prone to severe weather conditions such as hurricanes, typhoons and/or sea-level rise which can restrict access for our field staff to panelists' homes. Extreme weather can also put the safety and health of our employees at risk. We continue to identify opportunities to transition to a lower-carbon energy system, while remaining aware of potential physical and transition risks, including the increased costs associated with carbon pricing, business continuity challenges and regulatory changes.

In 2018, we conducted our first global climate risk assessment, to better understand and manage our climate-related exposures. We continue to integrate the results of that assessment into our operational strategy to mitigate risks and find opportunities to improve our environmental impacts. Our [Climate Risk Assessment, 2020 Global Responsibility Report](#) and our [2020 Task Force on Climate-related Disclosures Report](#) offer more information on how we manage our climate-related risks.

We also recognize that true progress in addressing climate change can only come with measurable accountability. We have set and achieved energy-related goals in the past and are committed to challenging ourselves further. After the sale of NielsenIQ in 2021, we are working to formulate goals relevant to the new company structure, including absolute emission reductions targets using the Science Based Targets model.

## ENGAGING EMPLOYEES IN OUR ENVIRONMENTAL EFFORTS

Our people are actively involved in our environmental stewardship and provide invaluable leadership to ongoing grassroots efforts. In 2020, our Nielsen Green volunteering group became GREEN, one of our Business Resource Groups (BRGs), as part of a joint initiative between our Corporate Citizenship and DE&I teams. This new structure includes the addition of executive sponsors for the group and creates new opportunities for year-round employee leadership, engagement and activism. With Nielsen’s added focus on generating dialogue and action around environmental justice, GREEN has the unique opportunity to highlight the topic of intersectionality throughout our BRGs. Many of the communities hardest hit by climate change—including women, BIPOC and LGBTQ+—are also a focus of our BRGs.

In April 2020, as COVID-19 brought the world around us to a standstill and our people were forced to stay physically distant, Nielsen volunteers nevertheless came together virtually to observe our annual [Earth Week](#) event. Around the globe, they initiated creative ways to stay engaged with their communities and environment. Their efforts included home composting, e-waste drives and other actions to reduce their residential emissions, socially distanced trash pickups, seedling planting and fundraising for environmental and social relief efforts. Nielsen also increased awareness among all our employees about food insecurity during COVID-19. We highlighted the links between food waste, food shortages and climate change, emphasizing the importance of environmental justice advocacy. This included hosting a global webinar with ReFED, a nonprofit focused on curbing food waste, to learn how food systems are evolving during the COVID-19 crisis.

## LEVERAGING OUR SKILLS AND DATA TO ADVANCE CLIMATE SOLUTIONS

Through our Nielsen Data for Good pro bono projects, we strategically donate data and services to help resolve critical social and environmental challenges. This also offers an opportunity to engage our employees and expand our capabilities in new ways. Two of our 2020 Data for Good relationships aimed to advance awareness of climate change and potential solutions:

- Nielsen Local Television Ratings data have helped Climate Central better understand its audiences and demographic reach for local TV messaging. Climate Central is a nonprofit organization that shares research and reports facts about the climate crisis and its social impacts.
- Nielsen donated a variety of products and services to the Potential Energy Coalition, a nonprofit that joins creative, analytic and media agencies to shift the narrative on climate change. Local TV Ratings, Radio Ratings, Voter Ratings, Nielsen Media Impact, Rhiza, Scarborough and PRIME Lingo services helped Potential Energy launch three test campaigns and a full campaign, Science Moms, which has reached 16.5 million people across 12 U.S. states.



# COMMUNITY ENGAGEMENT

At Nielsen, we mobilize our data, expertise and time to impact our communities positively and ensure every voice is heard. Through our pro bono work and volunteering efforts, we seek to make contributions in areas where we can have the most impact. In 2020, our priority focus areas continued to be education, diversity and inclusion, hunger and nutrition and technology.

## 2020 COMMUNITY ENGAGEMENT HIGHLIGHTS

- Nielsen donated \$94.8 million in pro bono and in-kind data, products and services from 2016 through 2020, nearly doubling our goal of \$50 million.
- Nielsen employees logged almost 393,000 volunteer hours from 2016 through 2020, surpassing our goal of 300,000.
- The [Nielsen Foundation](#), a private foundation originally funded by Nielsen:
  - Distributed \$2.1 million in grants across 64 organizations, including over \$1 million for COVID-19 relief and response efforts, in particular to address food insecurity and social inequalities exacerbated by the pandemic.
  - Launched a \$1 million grant over three years to the Local Initiatives Support Corporation to support U.S. Black-owned small businesses in four cities.

## ENABLING OUR EMPLOYEES TO HELP THEIR COMMUNITIES

Our employees are the driving force behind our community engagement efforts. To support their work, we offer 24 hours of dedicated volunteering time each year to everyone working at Nielsen. In 2020, Nielsen Cares, our companywide volunteering program, became the CARES Business Resource Group (BRG). The new structure helps us support employee volunteering and integrate volunteer activities more closely with employee engagement. Of surveyed employees, 76% have said volunteering helps them connect to our mission and purpose.

## EXCEEDING OUR COMMUNITY INVESTMENT GOALS

In 2020, we donated over \$25 million in pro bono work, skills-based volunteering and in-kind giving across both Nielsen Global Media and NielsenIQ, more than doubling our annual goal of \$10 million. Our pro bono projects included donating nearly \$2 million worth of NielsenIQ data to Feeding America for its *Map the Meal Gap* project and working with the Ad Council to verify its TV and radio public service announcement campaign around COVID-19. We also continued to donate data to the Kilts Center for Marketing at the University of Chicago Booth School of Business. This program gives academic researchers around the world access to comprehensive marketing data for research across a range of disciplines including marketing, economics, public policy and more.

In line with our commitment to fostering greater inclusivity, in 2020 we continued our sponsorship and pro bono support of AI4ALL. This nonprofit trains talent from historically excluded groups to become ethical leaders in the artificial intelligence (AI) industry through education and mentorship, to ensure AI can benefit all.

## SUPPORTING OUR COMMUNITIES DURING THE COVID-19 PANDEMIC

The COVID-19 pandemic created unprecedented needs in communities around the world, and our people stepped up to help wherever they could. As lockdown restrictions took hold, our [In It Together](#) campaign encouraged our people to volunteer virtually in three main areas: helping our neighbors, fighting hunger and using our skills and expertise. Nielsen employees rose to the challenge: making masks for frontline workers, donating to food banks and speaking out against hate speech and xenophobia through the [#WashTheHate](#) campaign. As part of Nielsen's [Commitment to Fight Racism With Action](#), we launched a website for [Black-owned small businesses](#) to find opportunity, support and community, powered by Nielsen's data and employees' pro bono consulting efforts.

As food insecurity and supply issues increased during the pandemic, we mobilized our data and the skills of our employees to help our communities where possible. We worked with several governments on a pro bono basis to understand how COVID-19 food shortages have affected different areas and supply chains. During [Hunger Action Month](#), Nielsen employees volunteered virtually to fight hunger. They contributed more than 800 volunteer hours across 25 countries between September and October and supplied an estimated 240,000 meals through fundraising, monetary support, food donations and other online programs. This offered another opportunity for Nielsen to drive conversations about the social and environmental intersectionality of our efforts.

## NIELSEN FOUNDATION

Since it began grantmaking in 2016, the [Nielsen Foundation](#), a private foundation originally funded by Nielsen, has worked to bridge divides and help the social sector leverage data to reduce discrimination, ease global hunger, promote effective education and build strong leadership.

In 2020, the Foundation granted \$2.1 million to 64 organizations, including over \$1 million in grants for COVID-19 relief. Recipients included Feeding America, the International Rescue Committee and the United Nations World Food Programme. The Foundation also ran a matching gifts campaign for COVID-19 relief and racial justice and equity, amplifying our employees' donations to nonprofits like the National Urban League, the United Negro College Fund and Human Rights Watch.

The Foundation also made a three-year commitment of \$1 million through the Local Initiatives Support Corporation to support Black-owned small businesses in the United States that were uniquely affected by pandemic shutdowns and social unrest last year. The impact of 2020 compounded long-standing issues faced by many Black-owned small businesses, including lack of access to traditional financing. This grant aims to help correct these imbalances and will be supporting small business recovery and growth in historically disinvested neighborhoods in New York City, Chicago, Los Angeles and the Twin Cities region in Minnesota.

The Data for Good grants program is another way the Foundation aims to build a better world, by supporting organizations that use data to catalyze positive, long-term social change and create more equitable opportunities. In 2020, the Foundation issued \$350,000 in Data for Good grants to six organizations:

- **Geena Davis Institute on Gender in Media:** Support for the continued development of the Geena Davis Inclusion Quotient (GD-IQ) media measurement tool.
- **Polaris:** COVID-19 Snapshot Initiative to provide data and insights on the specific ways the pandemic intersects with human trafficking.
- **StriveTogether:** Support for the development of systems-level indicators and best practices for working with school districts to center racial equity.
- **SummerSearch:** Supporting the organization's Depth Mentoring measurement tool to understand how its mentoring program supports student critical consciousness and identity formation.
- **Urban School Food Alliance:** Supporting data-informed activities to advance health and sustainability in the U.S. school food system.
- **Women for Women International:** Year 3 of support for the "Improving Profitability & Sustainability of Self-Employed Women in Nigeria" randomized control trial (RCT) study for 2021 endline data collection.



In 2020, the Foundation also continued to support its signature programs, [Discover Data](#) and the [TechDiversity Accelerator](#). Discover Data, which was launched in 2018 in partnership with Discovery Education and the Afterschool Alliance, aims to inspire young students to learn about the power of data in their daily lives and to consider data-driven careers. Since 2018, this program has reached an estimated 345,000 students across the U.S. with data resources and educational tools. Last year, as the United States experienced nationwide racial justice protests, Discovery Education and its partners, like the Nielsen Foundation, made no-cost, accessible, digital learning resources available to educators and parents to help young people better understand this historic and emotional moment.

The TechDiversity Accelerator at Tampa Bay Wave, powered by the Nielsen Foundation, was established in 2018 and is dedicated to encouraging the growth of technology-enabled diverse startups that are at least 51% owned, controlled and operated by a minority, woman, veteran, disabled person, or LGBTQ+ person or persons. In 2020, due to COVID-19, the Accelerator shifted to virtual support and welcomed 15 startups to its 90-day mentoring, training and coaching program. Since 2018, the TechDiversity Accelerator has supported 36 diverse companies across the United States and Latin America with the resources they need to accelerate their growth.



# DATA PRIVACY AND SECURITY

Nielsen's business is built around data and that requires the trust of the clients and customers we engage. We handle large volumes of proprietary data that may contain sensitive information, so it is imperative that we protect the privacy and security of our stakeholders' data.

Data security and privacy are central to the daily work of every Nielsen team member. We integrate responsible data stewardship principles from design to execution of all our products. Our approach is anchored in internationally recognized data protection principles and in compliance with local laws and regulations. We have implemented detailed controls and policies, comprehensive and recurring training and regular performance reviews to drive continuous improvement. For information on our approach to data security and privacy and for links to our privacy policies, see our [Privacy Principles](#) and the [Data Privacy and Security](#) section of the 2020 Global Responsibility Report. The Privacy Principles page links to our Privacy Statements, which detail our practices for digital measurement, marketing, the Nielsen Marketing Cloud, careers and our website.

Cybersecurity training is required for all individuals who are newly granted access to Nielsen systems, and additional job-specific training is required for individuals with access to sensitive databases. We test employees' ability to identify phishing and require training for individuals who fail phishing simulations. We also provide access to privacy training for all employees, covering privacy and General Data Protection Regulation (GDPR) basics. In 2020, we added micro-learning opportunities on privacy topics such as consent, processing and retention.

The Cybersecurity team continually reviews our security technologies and makes relevant adjustments to ensure that we are using best-in-class systems to help identify, detect, prevent and respond to cybersecurity threats and recover from any incidents. For example, we are centralizing identity governance, single sign-on and multifactor authentication. The Audit Committee of the Board of Directors also continues to receive updates on data security at each of its meetings.

## FOCUSED ON CONSUMER PRIVACY

The online ecosystem is evolving rapidly, and Nielsen is committed to providing the most accurate data to our clients, while ensuring consumer privacy. In 2020, we implemented new processes to enhance consumer rights in line with the California Consumer Privacy Act (CCPA), the General Law for the Protection of Personal Data in Brazil (LGPD) and other new privacy laws. We also announced a shift to a new ID resolution system that is independent of third-party cookies. The new system uses persistent, device-agnostic identifiers to verify demographic characteristics across all media platforms. By moving away from cookies, our unique ID resolution system allows us to capture data in a privacy-centric manner and is adaptable to future technological changes.

## ALWAYS STRENGTHENING CYBER AND DATA SECURITY

Cyberattacks are an issue of increasing concern around the world, and 2020 saw a significant rise in hacking activity. Data security is a central material risk to Nielsen, and our Cybersecurity team works diligently to protect our data. In 2020, Nielsen received a small number of complaints, all of which were either unsubstantiated or resolved directly with data subjects to their satisfaction.



# GOVERNANCE

The people, clients and audiences we serve look to Nielsen to deliver accurate, independent data and market measurements. To maintain their trust, we operate according to the highest standards of governance, ethics and integrity throughout our company, every day.

## GOVERNANCE HIGHLIGHTS

### Board of Directors

- Ten meetings held in 2020, with all directors attending at least 90% of meetings
- 34 committee meetings held in 2020, with all directors attending at least 90% of applicable meetings
- After 2021 Annual Meeting:
  - 9/10 directors considered independent
  - 5/10 female directors
  - 2/10 racially or ethnically diverse directors

### Ethics and compliance

- The Integrity program conducted its biennial employee survey in Q1 2021 to measure the strength of our internal culture. The anonymous survey is administered by an independent third party and measures key metrics, such as comfort with speaking up and perceptions of fairness. Survey results inform Nielsen's Compliance & Integrity team priorities for the coming years, improve communication with our employee population and identify opportunities for improvement.

### Public policy

- Advocated for diversity and equality in the United States, including support for Deferred Action for Childhood Arrivals (DACA) extensions and the removal of a proposed citizenship question in the U.S. Census questionnaire.

We maintain clear and comprehensive governance structures through the following focus areas.

## BOARD INDEPENDENCE

The Nielsen Board of Directors is elected by the stockholders annually to oversee management and to ensure that the long-term interests of the stockholders are being served. The Board is led by an independent chairperson, and a majority of directors are also independent.

## BOARD OVERSIGHT OF ESG ISSUES

Our Board Committees have direct oversight responsibilities for a range of environmental, social and governance (ESG) issues, including:

- The Nomination and Corporate Governance Committee (NCGC) oversees the Company's strategy and initiatives, to evaluate and measure our performance on advancing ESG issues.
- Our Compensation and Talent Committee's charter was amended in early 2021 to include oversight of Nielsen's human capital management strategies and programs, including overall employee wellness and engagement; strategies in support of Diversity, Equity & Inclusion; talent development and employee experience.
- The Audit Committee has primary oversight for the management of key enterprise risks, including its Compliance & Integrity, Cybersecurity and Privacy programs.

## BOARD DIVERSITY

The NCGC is responsible for ensuring the Board has the right combination of expertise and experience to serve the company effectively. When nominating directors, NCGC looks at a range of factors, which may include age, gender, nationality and racial and ethnic background.

## EXECUTIVE COMPENSATION AND ESG

Diversity, Equity & Inclusion (DE&I) is a key part of our ESG performance and is also a formal executive responsibility. Our Chief Executive Officer is evaluated on key objectives, including creating a diverse and inclusive culture, as part of their performance and compensation review. Additionally, we embed accountability across the company through DE&I objectives at the business/functional level, as well as involvement in Business Resource Groups. Going forward, our Nielsen Values, which include Inclusion, will also be incorporated in how we evaluate individual performance and outcomes.

## CODE OF CONDUCT, ETHICS AND INTEGRITY

Integrity is the foundation of everything we do at Nielsen. The high standards we set for ourselves across a range of issues are outlined in our [Code of Conduct](#). Each year, we require all employees (except where not permitted by local laws) and Board members to complete an annual training course and certify their commitment to uphold the Code of Conduct. In addition, Integrity program leaders partner closely with key functional stakeholders to support organizational justice: the consistent, fair management and resolution of concerns raised about legal and ethical behavior within the company.

## HUMAN RIGHTS

We maintain a global commitment to respect human rights across our value chain. Protection for human rights is embedded in our Code of Conduct and Supplier Code of Conduct. In early 2021, we reaffirmed our pledge to protect human rights, releasing an updated version of our [Global Commitment to Human Rights](#). Our [Modern Slavery Statement](#) has more on our approach to human rights.

## PUBLIC POLICY ENGAGEMENT

Through our Government Relations & Public Policy team, Nielsen engages with government officials, industry associations and experts on public policy issues important to our business and to our clients' businesses. These include U.S. Census funding, diversity in media, media ownership, digital advertising, privacy, tax reform and TV audience measurement, among others. We also look for opportunities to use our platform to do the right thing, by influencing public policy on issues that help ensure every voice is heard, counted and respected. In 2020, our engagement with policymakers was focused on the following issues:

- Advocating for full funding of the 2020 U.S. Census and appropriations for the U.S. Census Bureau
- Advocating in favor of federal privacy legislation
- Advocating for diversity in technology
- Supporting the U.S. Deferred Action for Childhood Arrivals (DACA) policy.

Nielsen does not currently use corporate funds to make direct contributions to candidates, political parties, political action committees (PACs), super PACs, political committees, 527 groups, ballot question committees or 501(c)(4) organizations or to pay for independent expenditures. We maintain a federal PAC, which allows eligible Nielsen employees to pool their resources and support candidates whose positions are consistent with Nielsen's. See our [Public Policy](#) page for more complete information about our government relations work, including detailed reports on our lobbying activities and expenditures.

## POLITICAL CONTRIBUTIONS

We report U.S. political contributions through the Federal Election Commission website. In the 2019-2020 cycle, the PAC contributed \$13,000.

## USING OUR POLITICAL ADVOCACY TO SUPPORT DE&I IN THE US

Nielsen continued to take a stand on two pivotal issues in 2020—the Deferred Action for Childhood Arrivals (DACA) policy and the U.S. Census. For several years, we have voiced our support for DACA, which allows undocumented immigrants brought to the country as children—also known as Dreamers—to avoid deportation and earn legal status. We are members of the Coalition for the American Dream, a group of businesses, trade associations and other organizations calling for legislation that opens a pathway to citizenship for Dreamers. In 2020, we also joined over 140 organizations in signing an amicus brief to the U.S. Supreme Court in support of permanent DACA protections.

We continued to advocate for the removal of a question about citizenship status in the 2020 U.S. Census that was likely to discourage minority participation. An accurate census is vital not only to much of our data, but also plays a key role in determining investment and representation for every U.S. community. In addition to signing the amicus brief to remove the citizenship question, we also created [Project TrueCount](#), a free toolkit for business partners, media and community organizations, to help encourage participation in the census. In the run-up to one of the most consequential U.S. presidential elections in a generation, we used our data to create the [2020 Election Hub](#) as an accurate, up-to-date resource on election event viewership, with a focus on diverse audiences.

# PERFORMANCE DATA TABLES

WORKFORCE				
HEAD COUNT BY TYPE				
	2018	2019	2020 Nielsen+NielsenIQ (as of September 30, 2020) <sup>2</sup>	2020 Nielsen only <sup>3</sup>
<b>Total Workforce</b>	<b>46,650</b>	<b>46,711</b>	<b>41,913</b>	<b>14,639</b>
Full-time head count	44,725	44,628	39,991	13,465
Part-time head count	1,925	2,083	1,922	1,174
Temporary workers	1,059	973	902	243
Total by region <sup>4</sup>				
Asia Pacific	15,767	15,974	--	--
Asia Pacific %	33.8%	34.2%	--	--
Europe, Middle East & Africa	13,169	13,500	--	--
Europe, Middle East & Africa %	28.2%	28.9%	--	--
Central & South America	6,966	6,746	--	--
Central & South America %	14.9%	14.4%	--	--
North America	10,748	10,491	--	--
North America %	23.0%	22.5%	--	--
Americas	--	--	13,393	7,887
Americas %	--	--	32.0%	53.9%

<sup>2</sup> The "2020 Nielsen+NielsenIQ" column reflects whole company data across Nielsen Global Media and Nielsen Global Connect (now NielsenIQ) employees as of or through 30 September 2020, when data systems for the two companies split.

<sup>3</sup> The "2020 Nielsen only" column is equivalent to the Nielsen Global Media business and provides the most comparable data for our company moving forward, after the sale of NielsenIQ closed in March 2021.

<sup>4</sup> A simplified view of regions was created as we prepared for a Media-only organization. Some Connect-only work locations were not mapped into Media-only, resulting in an "uncategorized" category. This impacted 2020 data.

HEAD COUNT BY TYPE				
	2018	2019	2020 Nielsen+NielsenIQ (as of September 30, 2020) <sup>2</sup>	2020 Nielsen only <sup>3</sup>
Asia Pacific, Middle East & Africa	--	--	16,236	4,207
Asia Pacific, Middle East & Africa %	--	--	38.7%	28.7%
Europe	--	--	9,503	2,545
Europe %	--	--	22.7%	17.4%
Uncategorized	--	--	2,781	--
Uncategorized %	--	--	6.6%	--

DIVERSITY BY GENDER, AGE AND ETHNIC MINORITY				
	2018	2019	2020 Nielsen+NielsenIQ (as of September 30, 2020) <sup>5</sup>	2020 Nielsen only <sup>6</sup>
<b>Total workforce by gender</b>				
Female	22,507	22,649	20,208	6,247
Female %	48.2%	48.5%	48.2%	42.7%
Male	24,118	23,927	21,677	8,372
Male %	51.7%	51.2%	51.7%	57.2%
Unknown	25	135	28	20
Unknown %	0.1%	0.3%	0.1%	0.1%
<b>Total workforce by age</b>				
Under 30 years	31.0%	35.0%	29.0%	27.8%
30-50 years	57.0%	54.0%	58.7%	53.4%
Over 50 years	12.0%	11.0%	12.3%	18.8%

<sup>5</sup> The "2020 Nielsen+NielsenIQ" column reflects whole company data across Nielsen Global Media and Nielsen Global Connect (now NielsenIQ) employees as of or through 30 September 2020, when data systems for the two companies split.

<sup>6</sup> The "2020 Nielsen only" column is equivalent to the Nielsen Global Media business as of 31 December 2020 and provides the most comparable data for our company moving forward, after the sale of NielsenIQ closed in March 2021. More granular U.S. race/ethnicity data is as of 13 December 2020.

<sup>7</sup> "Diverse" includes all U.S. employees grouped as "Diverse" including Latino, Black, Asian, two or more races, etc.



DIVERSITY BY GENDER, AGE AND ETHNIC MINORITY				
	2018	2019	2020 Nielsen+NielsenIQ (as of September 30, 2020) <sup>5</sup>	2020 Nielsen only <sup>6</sup>
<b>U.S. diversity<sup>7</sup></b>				
Total U.S. workforce	10,004	9,743	7,154	6,783
Total diverse	3,515	3,628	3,077	2,919
Total diverse %	35.1%	37.2%	43.0%	43.0%
<i>Diverse female %</i>	47.7%	48.0%	47.9%	47.3%
<i>Diverse male %</i>	52.1%	51.0%	51.8%	52.3%
Black	--	--	--	8.6%
Asian	--	--	--	12.6%
Latino	--	--	--	18.2%
White	--	--	--	56.9%
All other	--	--	--	3.7%
Diverse females as % of total U.S. headcount	16.7%	17.9%	20.6%	20.4%
<b>Executive (C-Suite) diversity</b>				
Diverse % (U.S.)	18.0%	29.0%	40.0%	40.0%
Female %	36.4%	12.5%	50.0%	50.0%
<b>Senior management diversity</b>				
Diverse % (U.S.)	22.0%	20.0%	23.9%	24.7%
Female %	38.3%	40.4%	38.2%	37.9%
<b>Additional gender diversity</b>				
% women in junior management headcount	48.0%	46.3%	45.6%	40.1%
% of women in top-tier management positions	51.3%	51.4%	50.0%	53.6%
% women in revenue-generating management headcount	37.6%	40.2%	48.1%	48.1%
% entry-level positions held by women	48.9%	49.6%	49.4%	44.1%
% women in enterprise IT and engineering	21.6%	20.9%	20.7%	20.4%

TURNOVER AND INTERNAL HIRES <sup>8</sup>				
	2018	2019	2020 Nielsen+NielsenIQ (as of September 30, 2020) <sup>9</sup>	2020 Nielsen only <sup>10</sup>
<b>Exits and turnover rate by gender</b>				
Female %	26.1%	23.4%	22.4%	20.2%
Male %	24.3%	22.9%	20.5%	22.0%
Absolute turnover rate	23.6%	21.7%	25.8%	21.0%
Voluntary turnover rate	16.2%	14.8%	18.3%	14.9%
Involuntary turnover rate	7.4%	6.9%	7.5%	6.1%
Total number of new employee hires	11,162	10,494	3,753	421
Open positions filled by internal candidates <sup>11</sup>	27%	28%	<i>Not available<sup>14</sup></i>	<i>Not available<sup>14</sup></i>

<sup>8</sup> 2020 rates for Nielsen+NielsenIQ are annualized. Absolute turnover rate includes voluntary and involuntary exits divided by December head count for 2018, 2019 and 2020 Nielsen Media, and by September 2020 head count for whole company data.

<sup>9</sup> The “2020 Nielsen+NielsenIQ” column reflects whole company data across Nielsen Global Media and Nielsen Global Connect (now NielsenIQ) employees as of or through Sept. 30, 2020, when data systems for the two companies split.

<sup>10</sup> The “2020 Nielsen only” column is equivalent to the Nielsen Global Media business and provides the most comparable data for our company moving forward, after the sale of NielsenIQ closed in March 2021.

<sup>11</sup> This metric shows internal hires as a percentage of total hires, calculated as % Internal Hires = # Internal Hires / (# Internal Hires + # External Hires). Internal hires are defined as lateral moves and promotions.

<sup>14</sup> Unable to calculate due to reorganization.

PROMOTIONS, NEW HIRES AND RETENTION				
	2018	2019	2020 Nielsen+NielsenIQ (as of September 30, 2020) <sup>12</sup>	2020 Nielsen only <sup>13</sup>
<b>Promotions</b>				
% of promotions that were women	51.6%	53.0%	49.0%	47.0%
% new hires that were women	49.2%	48.9%	49.6%	47.3%
<b>Female turnover</b>				
% of overall exits	49.9%	48.9%	50.4%	40.8%
Retention rate	73.9%	76.6%	<i>Not available<sup>14</sup></i>	89.2%

SUPPLY CHAIN			
BUSINESS DIVERSITY SPEND			
	2018	2019	2020
Overall (Tier 1 and 2) spent with diverse firms (Women-owned, minority-owned, veteran-owned, LGBT-owned or disabled-owned businesses)	\$98M	\$111M	\$118M
% of U.S. sourceable spend	9%	8%	10%

SUPPLY CHAIN ESG			
	2018	2019	2020
Tier 1 suppliers undergoing sustainability assessments	101	103 <sup>15</sup>	106
% critical supplier base	--	67%	67%
% managed spend	--	90%	90%

<sup>12</sup> The “2020 Nielsen+NielsenIQ” column reflects whole company data across Nielsen Global Media and Nielsen Global Connect (now NielsenIQ) employees as of or through Sept. 30, 2020, when data systems for the two companies split.

<sup>13</sup> The “2020 Nielsen only” column is equivalent to the Nielsen Global Media business and provides the most comparable data for our company moving forward, after the sale of NielsenIQ closed in March 2021.

<sup>14</sup> Unable to calculate due to reorganization.

<sup>15</sup> Includes 100% of high-risk suppliers.

ENVIRONMENT <sup>16</sup>					
ENERGY USE AND GHG EMISSIONS <sup>17</sup>					
SCOPE 1 GHG EMISSIONS	2016 <sup>18</sup>	2017 <sup>19</sup>	2018 <sup>20</sup>	2019 <sup>21</sup>	2020 <sup>22</sup>
Absolute (metric tons CO <sub>2</sub> e)	1,149.62	709.52	861.38	6,781.80	6,058.74
Intensity (metric tons CO <sub>2</sub> e/sq. ft.)	0.0007	0.0005	0.0007	0.0013	0.0012
SCOPE 1 EMISSIONS BY GAS	2016	2017	2018	2019	2020
Carbon dioxide (CO <sub>2</sub> ), tonnes	--	--	--	6,766.00	6,053.03
Methane (CH <sub>4</sub> ), tonnes	--	--	--	0.12	0.11
Nitrous oxide (N <sub>2</sub> O), tonnes	--	--	--	0.01	0.01
SCOPE 2 GHG EMISSIONS	2016 <sup>23</sup>	2017 <sup>24</sup>	2018 <sup>25</sup>	2019 <sup>26</sup>	2020 <sup>27</sup>
<b>Location-based</b>					
Absolute (metric tons CO <sub>2</sub> e)	31,101.50	29,099.90	24,301.62	49,840.00	37,627.95
Intensity (metric tons CO <sub>2</sub> e/sq. ft.)	0.011	0.010	0.008	0.010	0.007
<b>Market-based</b>					
Absolute (metric tons CO <sub>2</sub> e)	32,466.83	29,965.77	25,662.55	51,963.00	39,302.58
Intensity (metric tons CO <sub>2</sub> e/sq. ft.)	0.012	0.010	0.009	0.010	0.008

<sup>16</sup> Due to a methodology change in Nielsen's environmental data calculations, starting in 2019, all data reported represents 100% of Nielsen's global facility portfolio, which explains the significant increase in data reported for that and the following years.

<sup>17</sup> COVID-19-related global Nielsen office closures and travel restrictions have reduced the greenhouse gas (GHG) emissions and utility consumption in our facilities. This is reflected in any data decreases in our numbers reported for 2020. All environmental data has been verified by an external third-party, Apex Companies, LLC (formerly known as Bureau Veritas North America (BVNA)). The limited assurance letters are included in the Verification Statements section of Nielsen's Environmental Policy & Guidelines Across Functions.

<sup>18</sup> Area represented by data in 2016: 1,747,895 sq. ft. (32% of total Nielsen sq. ft.). 2016 data represents North America and Latin America.

<sup>19</sup> Area represented by data in 2017: 1,471,979 sq. ft. (26% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

<sup>20</sup> Area represented by data in 2018: 1,201,174 sq. ft. (19% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

<sup>21</sup> Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.). 2019 data represents all Nielsen regions, including estimates for 100% representation of global portfolio.

<sup>22</sup> Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft. in 2020); 2020 data represents all Nielsen regions, including estimates for 100% representation of global portfolio.

<sup>23</sup> Area represented by data in 2016: 2,776,087 sq. ft. (51% of total Nielsen sq. ft.). 2016 data represents North America and Latin America.

<sup>24</sup> Area represented by data in 2017: 3,020,328 sq. ft. (53% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

<sup>25</sup> Area represented by data in 2018: 3,003,265 sq. ft. (49% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

<sup>26</sup> Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.); 2019 data represents all Nielsen regions, including estimates for 100% representation of global portfolio.

<sup>27</sup> Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft. in 2020). 2020 data represents all Nielsen regions, including estimates for 100% representation of global portfolio.

ENERGY USE AND GHG EMISSIONS <sup>17</sup>					
SCOPE 2 EMISSIONS BY GAS	2016	2017	2018	2019	2020
<b>Location-based</b>					
Carbon dioxide (CO <sub>2</sub> ), tonnes	--	--	--	49,607.70	35,450
Methane (CH <sub>4</sub> ), tonnes	--	--	--	2.43	0.68
Nitrous oxide (N <sub>2</sub> O), tonnes	--	--	--	0.63	0.29
<b>Market-based</b>					
Carbon dioxide (CO <sub>2</sub> ), tonnes	--	--	--	--	39,232
Methane (CH <sub>4</sub> ), tonnes	--	--	--	--	0.41
Nitrous oxide (N <sub>2</sub> O), tonnes	--	--	--	--	0.21
SCOPE 3 GHG EMISSIONS	2016	2017	2018	2019	2020
Waste (Category 5 GHG protocol scope 3 standard)	--	--	--	1,152.44	671.74
Business travel (Category 6 GHG protocol scope 3 standard)	--	--	--	18,415.98	4,563.97
Employee commuting employee commuting (Category 7 GHG protocol scope 3 standard)	--	--	--	54,022.00	12,091.00
Total (metric tons CO <sub>2</sub> e)	--	--	--	73,590.42	17,326.71
SCOPE 1 + 2 EMISSIONS INTENSITY <sup>28</sup>	2016	2017	2018	2019	2020
<b>Location-based</b>					
Scope 1 + Scope 2 (metric tons CO <sub>2</sub> e)	0.0116	0.0080	0.0041	0.0108	0.0085
<b>Market-based</b>					
Scope 1 + Scope 2 (metric tons CO <sub>2</sub> e)	0.0121	0.0082	0.0043	0.0112	0.0088

<sup>17</sup> COVID-19-related global Nielsen office closures and travel restrictions have reduced the greenhouse gas (GHG) emissions and utility consumption in our facilities. This is reflected in any data decreases in our numbers reported for 2020. All environmental data has been verified by an external third-party, Apex Companies, LLC (formerly known as Bureau Veritas North America (BVNA)). The limited assurance letters are included in the Verification Statements section of Nielsen's Environmental Policy & Guidelines Across Functions.

<sup>28</sup> Intensity reported has been normalized to metric tons CO<sub>2</sub>e per square foot for North America & Latin America in 2016; North America, Latin America and Europe in 2017; all Nielsen regions in 2018; all Nielsen regions, including CO<sub>2</sub>e estimates in 2019 and 2020.

ENERGY USE AND GHG EMISSIONS <sup>17</sup>					
ELECTRICITY CONSUMPTION	2016 <sup>29</sup>	2017 <sup>30</sup>	2018 <sup>31</sup>	2019 <sup>32</sup>	2020 <sup>33</sup>
Absolute (kWh)	66,951,695.94	63,611,467.87	60,027,815.03	105,755,155.00	85,358,281.00
Intensity (kWh/sq. ft.)	24.12	21.06	19.99	20.24	16.62
Fuel consumption (MWh)					
Diesel <sup>34</sup>	--	--	483.53	432.36	53.35
Natural gas <sup>35</sup>	--	--	4,077.81	36,139.49	33,371.94

WASTE					
WASTE GENERATION	2016 <sup>36</sup>	2017 <sup>37</sup>	2018 <sup>38</sup>	2019 <sup>39</sup>	2020 <sup>40</sup>
Absolute (short tons)	379.72	782.94	612.65	3,226.09	1,880.44
Intensity (short tons/sq. ft.)	0.0009	0.0032	0.0044	0.0006	0.0004
PAPER MANAGEMENT (SHEETS PURCHASED)	2016	2017	2018	2019	2020
North America	11,994,500	6,483,500	4,729,000	31,173,500	842,000
Latin America	8,452,138	6,559,570	4,989,172	3,309,000	1,111,208
India	--	1,688,500	1,599,500	1,564,000	396,500
Europe, Middle East, Africa	--	30,046,723	13,189,995	12,540,650	4,456,427
Asia Pacific <sup>41</sup>	--	33,296,150	9,515,713	5,491,500	3,504,500
Greater China	--	--	2,220,338	4,568,500	2,070,000

<sup>29</sup> Area represented by data in 2016: 2,776,087 sq. ft. (51% of total Nielsen sq. ft.). 2016 data represents North America and Latin America.

<sup>30</sup> Area represented by data in 2017: 3,020,328 sq. ft. (53% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

<sup>31</sup> Area represented by data in 2018: 3,003,265 sq. ft. (49% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

<sup>32</sup> Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.); 2019 data represents all Nielsen regions, including estimates for 100% representation of global portfolio.

<sup>33</sup> Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft. in 2020). 2020 data represents all Nielsen regions, including estimates for 100% representation of global portfolio

<sup>34</sup> For self-generation of electricity for generators.

<sup>35</sup> For self-generation of heat for our offices.

<sup>36</sup> Area represented by data in 2016: 408,917 sq. ft. (7% of total Nielsen sq. ft.). 2016 data represents North America and Latin America.

<sup>37</sup> Area represented by data in 2017: 242,527 sq. ft. (4% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

<sup>38</sup> Area represented by data in 2018: 139,707sq. ft. (2% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

<sup>39</sup> Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.). 2019 data represents all Nielsen regions, including estimates for 100% representation of global portfolio.

<sup>40</sup> Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft. in 2020). 2020 data represents all Nielsen regions, including estimates for 100% representation of global portfolio.

<sup>41</sup> Japan and Korea moved to Asia Pacific in 2020 data.

WATER					
WATER CONSUMPTION	2016 <sup>42</sup>	2017 <sup>43</sup>	2018 <sup>44</sup>	2019 <sup>45</sup>	2020 <sup>46</sup>
Absolute (cubic meters)	178,128.66	130,685.17	154,197.03	667,623.66	292,115.60
Intensity (cubic meters/sq. ft.)	0.08	0.07	0.10	0.13	0.06

COMMUNITY ENGAGEMENT			
COMMUNITY INVESTMENT	2018	2019	2020
Corporate contributions <i>(including pro bono and in-kind value, as well as corporate cash contributions)</i>	\$22,424,633	\$25,421,145	\$26,581,095
EMPLOYEE VOLUNTEERING	2018	2019	2020
Overall hours	91,000	132,000	5,150 <sup>47</sup>
NIELSEN FOUNDATION			
Grants in \$	\$1,672,441	\$1,710,300	\$2,179,240
Grants in # of organizations	58	56	64

GOVERNANCE				
BOARD OF DIRECTORS	2018	2019	2020	2021 (after Annual Meeting)
Female	2 of 9	2 of 9	4 of 13	5 of 10
Racially / ethnically diverse	3 of 9	3 of 9	4 of 13	2 of 10
Mean years to tenure	5.1	5	4.8	4
Independent	8 of 9	8 of 9	11 of 13	9 of 10

<sup>42</sup> Area represented by data in 2016: 2,269,668 sq. ft. (41% of total Nielsen sq. ft.). 2016 data represents North America and Latin America.

<sup>43</sup> Area represented by data in 2017: 1,766,073 sq. ft. (31% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

<sup>44</sup> Area represented by data in 2018: 1,531,346 sq. ft. (25% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

<sup>45</sup> Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.). 2019 data represents all Nielsen regions, including estimates for 100% representation of global portfolio.

<sup>46</sup> Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft. in 2020). 2020 data represents all Nielsen regions, including estimates for 100% representation of global portfolio.

<sup>47</sup> Nielsen was unable to hold its annual day of service, Nielsen Global Impact Day, in 2020, due to the COVID-19 pandemic. These hours reflect what employees logged in our optional volunteer tracking software, but do not reflect the full scope of volunteering across Nielsen employees.

POLITICAL CONTRIBUTIONS <sup>48</sup>	2017-2018 CYCLE		2019-2020 CYCLE
The Nielsen Company (U.S.), LLC Federal Political Action Committee (Nielsen PAC)	\$30,000		\$13,000
LOBBYING EXPENSES <sup>49</sup>	2018 <sup>50</sup>	2019 <sup>51</sup>	2020 <sup>52</sup>
Lobbying, interest representation or similar	\$360,000	\$380,000	\$440,000
Trade associations	\$172,500	\$172,500	\$172,500

<sup>48</sup> For more information, visit the [Federal Election Commission website](#).

<sup>49</sup> Links to detailed reports of Nielsen's lobbying activities: [Senate Office of Public Records—lobbying reports](#); Clerk of the House of Representatives—lobbying reports.

<sup>50</sup> In 2018, of the \$35,000 we paid to the U.S. Chamber of Commerce, 25% was used for lobbying. Of the \$125,000 in membership dues paid to the Information Technology Industry Council, 17.5% was attributable to lobbying. Of the \$12,500 in membership dues paid to the US-ASEAN Business Council, 1% was attributable to lobbying.

<sup>51</sup> For 2019, 20% of the \$35,000 contribution made to the U.S. Chamber of Commerce was used for lobbying. Of the \$125,000 in membership dues paid to the Information Technology Industry Council, 17.5% was attributable to lobbying. Of the \$12,500 in membership dues paid to the US-ASEAN Business Council, 1% was attributable to lobbying.

<sup>52</sup> In 2020, we contributed \$35,000 to the U.S. Chamber of Commerce, 25% of which relates to lobbying and is not tax deductible as a business expense. We also paid \$125,000 in membership dues to the Information Technology Industry Council, of which 17.5% was attributable to lobbying. We paid \$13,500 in membership dues to the US-ASEAN Business Council in 2020, of which 1% was attributable to lobbying.



## ABOUT NIELSEN

Nielsen Holdings plc (NYSE: NLSN) is a leading global data and analytics company that provides a holistic and objective understanding of the media industry. With offerings spanning audience measurement, audience outcomes and content, Nielsen offers its clients and partners simple solutions to complex questions and optimizes the value of their investments and growth strategies. It is the only company that can offer de-duplicated cross-media audience measurement. Audience is Everything™ to Nielsen and its clients, and Nielsen is committed to ensuring that every voice counts.

An S&P 500 company, Nielsen offers measurement and analytics service in nearly 60 countries. Learn more at [www.nielsen.com](http://www.nielsen.com) or [www.nielsen.com/investors](http://www.nielsen.com/investors) and connect with us on [Twitter](#), [LinkedIn](#), [Facebook](#) and [Instagram](#).



**AUDIENCE IS EVERYTHING™**

The background of the entire page is a vibrant blue color with a series of overlapping, wavy, three-dimensional-looking lines that create a sense of depth and movement, similar to ocean waves or a topographical map.

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