

NIELSEN GLOBAL RESPONSIBILITY REPORT

IN ACCORDANCE WITH THE GLOBAL REPORTING INITIATIVE



A Message from Mitch Barns, Chief Executive Officer

MEASURING WHAT MATTERS

Measurement. It's the core of our business and the key asset that we provide to our clients—measuring consumer behaviors so that our clients can make thoughtful decisions and improve their business performance. At Nielsen, we also know that measurement can provide value to society as a whole. Independent third-party measurement is fundamental to the transparent and efficient operation of markets. When markets have an independent measurement standard, they perform better and grow faster.

This belief, that transparency and measurement create value, is at the heart of why we are releasing this report. We have a responsibility to measure what matters and to answer questions from our stakeholders about our own performance and commitment to make a positive impact on society. We believe that a business needs to care for the markets and communities on which it relies for its business. I'm excited to share Nielsen's efforts in this space.

We have chosen to produce this Global Responsibility Report following GRI's internationally recognized framework that is the standard for sustainability reporting. The framework gives us an opportunity to present, in one document, all of the ways we measure our performance as a corporate citizen—encompassing how we serve our clients, how we treat our associates, how we contribute to our communities and environment and how we manage our business and supply chain responsibly around the world.

Some of the key achievements we highlight in this report include:

- Instituting environmental, social and governance requirements for our top suppliers, growing our supplier diversity program and adopting a set of global human rights guidelines.
- Our continuing commitment to privacy as a core part of our business while enhancing the products and services we deliver for our clients, including the appointment of a Chief Privacy Officer and adoption of updated privacy guidelines.

- Using the power of technology and analytics to enhance our ongoing talent development, retention and recruitment efforts so that Nielsen is a place where our associates can be themselves, make a difference, and grow with us.
- Reducing our emissions and energy use at data centers and expanding our ability to measure our environmental footprint.
- Continuing our commitment to deliver \$10 million in pro bono work and in-kind giving each year through Nielsen Cares. In 2015, more than 22,000 associates from around the world made positive impacts through our Nielsen Cares programs, whether through hands-on or skills-based volunteering and the in-kind giving of our products and services to support nonprofit causes where we can make a difference.
- Championing Data for Good initiatives, including the creation of Project 8 with the UN Foundation, Salesforce and Accenture to help forecast international development needs, building out the Nielsen Datasets at the University of Chicago's Kilts Center for Marketing and being a co-founder of the Better Business Bureau's Digital IQ project.
- Expanding and growing Employee Resource Groups and appointing a new Chief Diversity Officer to continue supporting a culture of diversity and inclusion throughout Nielsen—critical to our growth, strength, and ability to innovate.
- Our recognition by the Center for Public Accountability with a 95% rating on transparency.
- Creating steady and consistent global revenue growth, complemented in 2015 with the acquisition of eXelate.

Nielsen is a 93-year-old company, but we're really a series of companies that have grown over our lifetime—each one reimagined and emerging out of the one that preceded it. We continue to build on our core values of integrity, honesty, fairness, respect and reliability while we also evolve and respond to the forces of the future. We can all be proud that our company proves every day that measuring what matters can truly impact our world for the better.

Mitch

2015 GOALS AND ACHIEVEMENTS

Significant 2015 highlights by topic area are listed below. To learn more, go to the chapters listed in parentheses for each item.

ECONOMICS, CLIENTS AND PRODUCT INNOVATION

- [Nielsen generated \\$804 million in free cash flow and returned over \\$1 billion to shareholders.](#) (Our Company)
- As part of our Total Audience Measurement initiative, we launched Digital Ad Ratings in 17 countries. (Our Clients)
- Nielsen was granted a record number of patents in 2015 (131 in the U.S., 220 worldwide), leading the Intellectual Property Owners Association (IPOA) to rank Nielsen among the top 300 companies in the U.S. for patents granted. (Our Company)
- Key acquisitions and partnerships continue to add to Nielsen's portfolio of innovation across the board. (Our Company)
- Our [Nielsen Innovate incubator](#) near Tel Aviv is thriving with 14 technology-based start-ups working on promising new capabilities that could become part of our future product portfolio. (Our Company)
- We launched an internal digital enablement strategy to make Nielsen a more digital enterprise, transforming our technical architecture and product sophistication to enable new levels of speed, flexibility, integration and openness to help our clients win. (Our Company)
- In 2016, we plan to use technology to drive more connection within Nielsen, with both clients and consumers. We are introducing new collaboration technology and improving our associates' digital experience at work. Our new technology platforms will enable deeper insights into consumers to enable client success. (Our Clients)
- Nielsen was named "Best in Category" for Demand Data Analytics for the second year in a row by *Consumer Goods Technology* Magazine. (Our Clients)

GOVERNANCE

- We assigned official responsibility for Nielsen's Corporate Citizenship and Sustainability programs to the Board of Directors Nomination and Corporate Governance Committee. (Our Company)
- We created and publicly shared Nielsen's [Supplier Code of Conduct](#). (Our Company)
- We appointed the company's first Chief Privacy Officer and updated our global privacy policy. (Our Company)
- We established a new governance structure for privacy at Nielsen, integrating functions including Legal, Government Affairs, Security, Audit, the office of the Chief Technology Officer (CTO) and the Chief Privacy Officer through a privacy steering committee. (Stakeholder Engagement)
- We launched a new company-wide security and privacy-focused employee training. (Stakeholder Engagement)
- We improved our enterprise risk management (ERM) process by identifying regional risk owners, establishing an ERM Leadership Committee and holding formal meetings in early 2016 to discuss top risks and mitigation plans. (Our Company)

SUPPLY CHAIN

- We achieved 8% of our U.S. sourceable spend with diverse suppliers, representing a 14% year-over-year increase and a growth of 37% over the past two years. (Our Company)
- We launched our Diverse Leadership Network (DLN) Supplier Diversity Competition event, where Nielsen's DLN and Supplier Diversity teams collaborate to provide pro bono consulting to diverse business owners. (Our Company)

SUSTAINABILITY REPORTING

- We completed our [first non-financial materiality assessment](#), published in 2015. (Our Company)
- We published thought leadership reports on

sustainability issues and multicultural consumer groups: [The Sustainability Imperative](#) and our three [Diverse Intelligence Series reports](#). (Our Clients)

DIVERSITY AND HUMAN RIGHTS

- We created and publicly shared our global [Human Rights Guidelines](#). (Our Company)
- We appointed a [Chief Diversity Officer](#) as a standalone position reporting directly to our CEO. (Our Company)
- We created an internal Diversity Council in Europe, expanding beyond North America. (Our People)
- We launched a new diversity training program for managers. (Our People)
- Our Employee Resource Groups (ERGs) grew into new areas around the world. (Our People)
- Nielsen hosted its second enERGize: ERG Experience Week in spring 2015. ERG Experience Week is a company-wide program to share the value and impact of our Employee Resource Groups (ERGs). In 2015, we more than doubled the number of locations that participated in ERG Experience Week with 6,500 employees in 57 countries participating in 86 events—10 of which included client engagements—either in-person or virtually. As a result, ERG membership increased by 3.5% and the number of associates who follow our ERGs through internal social media increased by 14%. (Our People)

ENVIRONMENT

- We created and publicly shared Nielsen's [Environmental Program & Policies](#) and [Environmental Guidelines for Operations](#). (Our Environment)
- We reduced our carbon emissions from travel by 9% between 2014 and 2015. (Our Environment)
- We reduced our paper usage in North America by 5% between 2013 and 2015. (Our Environment)

AWARDS AND RECOGNITION

- Nielsen was named No. 42 on the [DiversityInc Top 50](#) (up from No. 50 in 2014), a distinguished list that ranks public and private companies on their commitment to workplace diversity. (Our People)
- Nielsen was ranked No. 5 on the [Diversity MBA 2015 50 Out Front Best Places for Women & Diverse Managers to Work](#) (up from No. 18 in 2014). (Our People)
- Nielsen was ranked No. 22 in CEO Magazine's 2015 [Best Companies for Leaders](#), an award recognizing companies that excel in leadership development. (Our People)
- Nielsen earned 100% on the Human Rights Campaign (HRC)'s 2015 Corporate Equality Index for the second consecutive year. (Our People)
- Nielsen's technology team won an Emmy Award for its innovative work on the watermarking technology used in our audience measurement system. (Our Clients)
- Our Investor Relations team earned a No. 1 Institutional Investor ranking among 86 companies in the business, education and professional services segment. (Our Company)
- Our Supplier Diversity team was named one of the Best of the Decade for supplier diversity (MBN USA), one of the Top 101 Supplier Diversity Programs (WE USA) and one of the WE USA Corporations of the Year for Supplier Diversity (WE USA). (Our Company)
- The Nielsen Green Team and Talent Engagement and Development team collaborated on an award-winning program on environmental education. Its creative design and innovative technology won it the Best Blended Learning Solution award at mLearnCon2015. (Our Environment)

COMMUNITY ENGAGEMENT

- In November 2015, we established the Nielsen Foundation, Inc. for charitable, educational, scientific and literary purposes. (Our Communities)

2015 GOALS AND ACHIEVEMENTS *continued...*

- We donated \$10.5 million in data, insights and pro bono volunteer services for nonprofits in our priority cause areas through Nielsen Cares, our global corporate social responsibility program. Nielsen associates around the globe also volunteered more than 100,000 hours in 2014 and 2015 in both skills-based and traditional volunteering. (Our Communities)
 - We launched a [Dedicated Volunteer Time policy](#) for all full-time and part-time associates, granting them 24 hours of discretionary volunteer time each year. (Our People)
 - We deployed 22,000 Nielsen associates to volunteer through more than 1,400 projects in over 800 community organizations where we could make a difference for [Nielsen Global Impact Day](#). This annual global day of service covers all of our regions in more than 90 countries. (Our Communities)
 - We played a leading role in [Project 8](#), a data collaboration platform built by The Demand Institute in collaboration with the United Nations Foundation, the U.S. Department of State, Accenture and Salesforce.org, focused first on the U.N.'s Sustainable Development Goal #2 – “Zero Hunger.” (Our Communities)
 - Based on external benchmarking through True Impact, Nielsen ranked in the top 25% of companies in individual skill development through volunteerism and in the top 25% of companies based on the overall employee participation rate in our Nielsen Cares programs. Based on our internal surveys of employees, 82% of Nielsen associates said that they are proud of Nielsen's involvement in the community and social causes and 95% of Nielsen associates who had volunteered in 2015 said that volunteerism is a core or positive part of their overall job satisfaction. (Our Communities)
 - We increased the U.S. Strategic Community Alliances and Consumer Engagement “You Matter” Database by 65% in 2015, reaching a total of 123,585 contacts and further growing the Nielsen community. (Stakeholder Engagement)
 - More than 30,000 employees participated in Earth Week in 2015, a week of activities to promote green awareness, impact and advocacy. (Our Environment)
- ### EMPLOYEE DEVELOPMENT
- We established a People Analytics team to more holistically collect, analyze and respond to associate data, especially employee retention and satisfaction. (Our People)
 - We centralized our global Talent Engagement and Development team to more effectively retain associates through a range of ongoing career development opportunities. (Our People)
 - We deployed the biannual Nielsen Voice 2015 survey and achieved a 98% response rate, our highest ever. (Our People)
 - The 2015 Nielsen Voice survey showed that the vast majority of our employees are clear about ethical expectations. (Our Company)
 - We launched a global Compliance & Integrity survey with a 70% employee response rate (Our Clients)
 - Our Integrity in Action “Speak Up” campaign and poster contest led to 130 poster submissions from employees around the world, along with hundreds of votes and comments on Yammer, our internal social network. (Our Company)
 - The MENAP (Middle East, North Africa and Pakistan) Integrity Council initiated a “Leading with Integrity” online Manager Portal and training, as well as expanded regional Integrity in Action efforts. (Our Company)
 - The first-ever Integrity in Action award was given to an associate after 120 nominations were received. (Our Company)
 - We launched our global myLearning Network platform and our Manager Excellence training program in 2015. (Our People)
 - The average hours of e-learning per associate increased in 2015 to 4.8 hours, up from 1.4 hours in 2014. (Our People)

2015 GOALS AND ACHIEVEMENTS *continued...*

LOOKING AHEAD

SHORT-TERM GOALS

- In the first quarter of 2016, our Vendor Management team launched a new Vendor ESG program with our strategic suppliers, representing up to a third of Nielsen's spend with suppliers. These suppliers will be surveyed on a variety of ESG issues material to both Nielsen's and the suppliers' businesses. By the end of 2016, we plan to analyze the data collected and corrective action plans will be initiated when the surveyed suppliers do not meet Nielsen's standards. (Our Company)
- In 2016, we plan to increase our average training hours per associate by 15%, up to 26.9 hours per associate. (Our People)
- By the end of 2016, we plan to certify all employees to our updated Code of Conduct and we plan to complete Code of Conduct training for employees in all regions. (Our Company)
- In 2016, we plan to create additional Global Inclusion Councils, which represent our global view on diversity and inclusion. These Councils will help to leverage overall learning from associates around the globe on a continual basis, share best practices, exchange knowledge of cultural nuances, enhance the experiences of our Employee Resource Groups and increase mentoring and professional development opportunities. (Our People)
- In 2016, we plan to continue integrating client satisfaction and relationship management systems on a global, cross-functional scale by expanding a comprehensive Customer Relationship Management approach. (Our Clients)

LONG-TERM GOALS

- By 2018, our Vendor ESG program, which evaluates suppliers on a variety of ESG issues, will cover up to 50% of total spend with suppliers, up from more than a third of our spend in 2016. (Our Company)
- By the end of 2019, we plan to upgrade our data center storage to all-flash for energy reduction and enhanced efficiency. (Our Environment)
- By 2020, we plan to reduce our global energy use per square foot of facility space by 5%. (Our Environment)
- 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. (Our Environment)
- By 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. (Our Communities)
- By 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 nonprofits 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. (Our Communities)
- By 2020, we strive to meet the industry average of 32.4 training hours per associate, up from 23.4 training hours in 2015. (Our People)

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This report has been prepared in accordance with the Global Reporting Initiative (GRI)'s G4 guidelines at the Core level. The report, published in 2016, covers the 2015 calendar year. This is the first report prepared by Nielsen using GRI guidelines. Our GRI G4 Content Index is located on p. 77. Our intention is to report every other year, making periodic updates between reports. For comments or questions about this report, contact our Nielsen Cares team at nielsencares@nielsen.com.

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OUR COMPANY



ORGANIZATIONAL PROFILE

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Nielsen Holdings plc (NYSE: NLSN) is a global performance management company that provides a comprehensive understanding of what consumers Watch and Buy. Nielsen, an S&P 500 company, has operations in over 100 countries that cover more than 90% of the world's population.

Details about our corporate strategy and financials can be found in our 2015 [10-K](#).

As noted above, we align our business into two principal segments: Watch and Buy. Nielsen's Buy segment provides consumer packaged goods (CPG) manufacturers and retailers the industry's only global view of retail performance management. We help our clients understand current performance and provide advanced analytical capabilities and solutions that aid in managing and improving future performance, as well as navigate through the key trends and marketplace dynamics impacting their business. Our Total Consumer measurement and analytics are embedded in the operating disciplines of our clients, helping them to make smarter, quicker business decisions that drive results.

Nielsen's Watch segment provides media and advertising clients with [Total Audience Measurement services](#) across all devices where content — video, audio and text — is consumed. We help our clients understand the reach of their content and advertising campaigns in both television and digital measurement, as well as provide effectiveness metrics that optimize and validate their overall spend and maximize the value of their content. We continue to evolve our offerings within the changing digital media landscape in areas like social media, as well as tablet and mobile measurement. Our multiplatform measurement strategy brings together the best of Traditional and Digital measurement to ensure a more comprehensive view of the industry. Our goal is to create a total measurement of all content and all ads — regardless of how they are accessed and the ad model that they're supporting. Nielsen's vision is to create an environment where all media content can be consistently measured with ratings for both the content and the advertising.

We have a unique perspective on how consumers engage with programming and advertising across all media channels (mobile, PC, TV, radio) and content types (video, audio, text) and how it translates into what they purchase. This has allowed us to create our Marketing Effectiveness practice, which directly addresses “the three Rs”—Reach, Resonance and Reaction. We help our clients “Reach” the most desirable consumers, and our data acts as the official currency metric of that Reach in 31 markets around the world. We also gauge the “Resonance” of their messages and

FAST FACTS



FOUNDED IN
1923



6.172
BILLION
2015 net
revenues



43,000
EMPLOYEES



100+
COUNTRIES

ORGANIZATIONAL PROFILE *continued...*

FAST FACTS



COVERS OVER
90%
of the world's
population



S&P 500
COMPANY



HEADQUARTERS
New York, NY



**NYSE:
NLSN**
ir.nielsen.com

quantify consumer “Reaction” in terms of sales impact. We are uniquely positioned to link a wide range of marketing and media exposure directly to consumer buying behavior. We continue to invest in capabilities aimed at helping our clients improve the return on their marketing investments to optimize spending across channels and maximize their overall impact. Each year, we continue to focus on delivering our insights with greater speed and precision, enabling our clients to improve their marketing programs and realize greater value.

We also regularly share our insights about societal shifts, client outcomes and consumer trends on our website, which you can find on the [Nielsen News Center](#) and [Nielsen Insights](#).

SIGNIFICANT OPERATIONAL CHANGES - 2015

In 2015, Nielsen acquired [eXelate](#), a leading provider of data and technology to facilitate the buying and selling of advertising across programmatic platforms. This acquisition allows Nielsen to enable its clients to make better and faster marketing and media decisions. Also in 2015, Nielsen acquired a controlling interest in [Nielsen Catalina Solutions](#).

In addition, Nielsen realigned its call center operations in 2015. Details of this consolidation are discussed in our [Appendix](#).

NIELSEN'S EMPLOYEES

As of Dec. 31, 2015, we employed approximately 43,000 people worldwide. Of that, we had 2,480 part-time employees globally. The highest concentration of employees is in the U.S. (24%). Approximately 20% of our employees are covered under collective bargaining agreements with our works councils. Subcontracted and seasonal employees do not constitute a significant portion of Nielsen's workforce. Approximately 50% of all our employees are female.

Regarding employee category, Nielsen's employee categories are structured according to a band system based on each individual employee's role within the company. As employees grow their careers at Nielsen through increased responsibilities and longer tenure, their band level evolves accordingly. For all employee levels, advancement is based on meritocracy. This means that associates will be rewarded and promoted based on the results they deliver and the impact of their contributions.

STRATEGY & ANALYSIS

G4-1, G4-2, G4-15, G4-16, G4-18, G4-27

As our 2015 [Sustainability Imperative](#) research report says, “Consumers are trying to be responsible citizens of the world and they expect the same from corporations.”

It’s not only consumers who have high expectations for companies, but also clients, employees and investors. Companies, too, are also asking their suppliers to be more transparent about their business practices. At Nielsen, we have seen a steady increase in interest about our commitments to positively impact our society, communities, environment and the marketplace. These inquiries have come from a variety of different internal and external stakeholders. For many, transparency equals trust. For Nielsen, trust is the foundation for the success of our business.

In response to this increased interest, we are expanding our own external reporting efforts. This Global Responsibility Report—our first—follows the GRI framework, an international standard that encompasses all aspects of our business, our impact on society and the environment and our responsiveness to stakeholders. We are reporting against the GRI G4 standards in accordance with the “Core” level, covering 2015 with a forward-looking focus on our goals for the future.

As part of the GRI process, we conducted a [materiality assessment](#) that helped us to understand the range of issues that are most important to Nielsen’s internal and external stakeholders. This guided us on what content should be included in this report. With those focus areas in mind, we offer expanded sections on topics like data integrity and privacy, diversity, ethics, data center energy usage, how the digital world is changing the consumer marketplace and our strategic approach.

With this report, we also have the opportunity to highlight the ways we collaborate with others for greater impact. We bring our expertise and insights to nonprofits who are addressing some of the world’s most challenging social issues. Often, we look for opportunities to share those findings online and with

other organizations so that everyone can benefit. None of this would be possible without the leadership of our associates around the world, donating their time and expertise to help more than 800 nonprofit organizations in 2015 alone. We are also proud to support external initiatives like Impact 2030, focused on the U.N.’s Sustainable Development Goals and the A Billion + Change campaign that mobilizes businesses to harness the power of skill-based volunteerism and pro bono work for social good.

As with any first-time GRI report for a company covering 106 countries, we have been challenged by the amount of data and information that is expected to be reported at a global level. Dozens of internal experts were called upon to collect information and compile data. Some of our data is limited in scope; we note these constraints throughout the report. Over time, we plan to add external assurance to our report as well.

We recognize that all of this work is worth it. Robust reporting provides us with another way to look at our business to ensure that we not only continue to embrace best practices to enhance our citizenship and sustainability efforts, but also for ultimate long-term viability as a company. We also anticipate that feedback from internal and external stakeholders on this report will give us insight into how we can better serve our clients, how we can enhance our value to investors and how we can continue to evolve our business to respond to marketplace shifts.

In other words, we strongly believe that more transparent reporting leads to a stronger company for all our stakeholders. Together, we want to continue to measure what matters most—using data to positively impact our world.

Nielsen recognizes the undeniable connection between the economic, social and environmental health of the global communities where we live and work to the long-term success of our business. We also aim to leverage the breadth and depth of our expertise in research and analysis to help solve some of the world’s biggest social challenges in markets around the world. To do this, we engage in a number of initiatives to support our goals, including:

STRATEGY & ANALYSIS *continued...*

NIelsen CARES

Through [Nielsen Cares](#), our global corporate social responsibility program, our associates mobilize Nielsen’s data and expertise for good, creating shared value in our communities. Nielsen associates around the globe rally around the donation of their skills and time to help nonprofit organizations through pro bono work, in-kind giving and both skills-based and hands-on community volunteer projects.

DIVERSITY AND INCLUSION

We view diversity and inclusion as a business imperative. Our effectiveness at embracing the talents of people of different backgrounds, experience and perspectives is key to our continued success and innovation. As a result, we can provide clients with information they need to succeed and make certain that all communities and individuals that we depend on for information understand who we are, what we do and agree to participate in our consumer samples.

We have External Advisory Councils representing African-American, Hispanic/Latino and Asian Pacific American communities to provide input and insight to enhance the continuous improvement and quality of Nielsen’s recruitment, engagement and interaction with multicultural consumers and communities. We also share insights about and in multicultural communities through our [Diverse Intelligence Series](#) thought leadership reports and sponsorships utilizing our U.S. Strategic Community Alliances and Consumer Engagement team as a way to more directly and authentically understand and connect with prospective employees, clients and panelists within the communities we serve.

Nielsen has also worked diligently to employ strong global leadership training programs for high-potential associates from underrepresented groups. One of the learning and development programs we offer is an 18-month “mini-MBA” leadership development program called the Diverse Leadership Network (DLN), which is focused on cross-cultural coaching, executive networking, course curriculum, faculty workshops and case studies. Frequent exposure to senior leadership is also a part of the process. Since its start in 2013, the DLN has

100% retention of associates that complete the program and 98% of program graduates in new or expanded roles.

NIelsen’S COMMITMENT TO OUR ENVIRONMENT

We continuously identify and advocate for more sustainable options to increase operational efficiencies, all in an effort to manage and reduce Nielsen’s impact on the environment. Focus areas include material and resource management, waste management, energy/power management, travel reductions, education, water management and indoor environment quality. Details about our actions can be found in the [Our Environment section of this report](#) and at [this link](#).

KEY CORPORATE RESPONSIBILITY IMPACTS, RISKS AND OPPORTUNITIES

Nielsen’s greatest opportunity for social and environmental impact is to share our expertise in data collection and analysis. Our insights can provide companies, nonprofits, governments and other key stakeholders with valuable information to more effectively address the world’s challenges.

Nielsen frequently provides our research insights on our global website for the general public to access. 2015 research posted on our website included reports on food insecurity, what drives consumers to buy sustainable products, Africa’s economic prospects, shifting dietary trends toward healthy food, how technological and environmental factors are changing housing and housing affordability, the changing landscape of residential solar energy and how mobile surveys are giving voice to factory workers and improving their working conditions. Nielsen also provides nonprofits and NGOs with research and insights, both through our pro bono Nielsen Cares work and through our commercial Public Development & Sustainability and Consumer Insights groups, among others.

Business risks are listed in our [2015 10-K](#) on page 13. Primary sustainability-related risks highlighted throughout this report are employee recruitment and retention, diversity representation in our workforce and survey samples, data privacy and integrity, anti-corruption and ethics. All of these risks are addressed throughout this report.

GOVERNANCE

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The “Corporate Governance” section of our [Investor Relations](#) site extensively covers our management team, Board of Directors and the composition and responsibilities of our board and its committees. The [Corporate Governance Guidelines](#), [Lead Independent Director Charter](#), [Nielsen Code of Conduct](#), [Human Rights Guidelines](#) and the Charters of each of the Board Committees provide the framework for corporate governance at Nielsen and can be accessed by clicking on the relevant links on the Investor Relations site. Responsibility for Corporate Citizenship and Sustainability (including but not limited to areas like corporate social responsibility, environmental quality and diversity and inclusion) is specifically assigned to the Board’s Nomination and Corporate Governance Committee and is [referenced in its charter](#).

Our Global Citizenship and Sustainability Council (GCSC), launched in 2014, is an internal cross-functional senior leadership team focused on aligning new and existing initiatives to ensure that Nielsen is continuously making progress in all areas of long-term citizenship and sustainability. Leaders on this committee include executives from Corporate Social Responsibility, Public Development & Sustainability, Diversity & Inclusion, Investor Relations, Human Resources, Sourcing, Legal, Public Affairs and Environmental Sustainability.

Information about executive diversity make-up and compensation can be found in the [2015 proxy statement](#), pages 78 (Diversity Policy) and pages 86-120 (Executive Compensation). Nielsen has a 95% rating from the Center for Public Accountability.

ETHICS & INTEGRITY

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Nielsen was founded on the principles of integrity, honesty, fairness, respect and reliability. Our clients and everyone with whom we do business have come to depend on these guiding principles of our company. Our word is a currency by which our stakeholders value and invest in Nielsen’s products and services. That is both a great honor and responsibility for all of us. Nielsen is committed to having its employees live up to the highest standards of ethics in everything they do in the name of Nielsen.

Our [Code of Conduct](#) spells out Nielsen’s ethical guidelines for both compliance with the law and Nielsen’s own principles. The

Code applies to Nielsen’s subsidiaries and affiliates controlled by us and it also applies equally to the members of our Board, our senior officers, every full- and part-time employee and every independent contractor who acts on behalf of Nielsen. Key suppliers are also required to adhere to Nielsen’s [Supplier Code of Conduct](#).

The Code of Conduct is provided to new hires, who must certify to the Code within their first 30 days of hire. Employees must re-certify every other year to ensure that they have read and understand the Code. Employees and leaders are reminded at least yearly of our commitment to anti-bribery and anti-corruption via global communications outreach.

ETHICS & INTEGRITY *continued...*

Code of Conduct Best Practices training is available to employees in most countries. In 2015, employees took more than 8,000 hours of training in our Code of Conduct Best Practices course. By the end of 2016, we plan to have employees complete Code of Conduct training in all regions.

11,000 employees took the Code of Conduct Best Practices course in 2015

The Code of Conduct also offers steps on how to report concerns or violations, both to senior management and anonymously via phone or online form. The hotline is managed by a third party to ensure anonymity.

Our Integrity Leader program, formerly known as the Ombudsman program, was renamed to more clearly resonate with employees. With that in mind, our 2015 “Speak Up” internal campaign and poster contest was launched to encourage associates to learn more about these resources and it led to 130 poster submissions, hundreds of votes and engagement with associates from around the world on our internal social network, Yammer. This was part of Nielsen’s response to one of the main outcomes from our 2014 Compliance & Integrity survey which identified the need for clearer ethical expectations. In response to these increased efforts, in the 2015 Nielsen Voice survey, a vast majority of our employees said that they are clear about Nielsen’s ethical expectations.

To continue our efforts to raise the bar in this area in 2015, we initiated training in our online manager portal about “Leading with Integrity”; we expanded regional efforts through our MENAP (Middle East, North Africa and Pakistan) Integrity

Council and we gave our first-ever Integrity in Action award to an associate, chosen from 120 nominations. In further efforts to engage associates within our regions, we have two internal Yammer groups for North America Integrity and MENAP Integrity.

Additionally, we integrate reporting for all alleged employee misconduct, data integrity issues and outside attempts at defrauding our company to ensure a coordinated response from Human Resources, Legal, Security and regional Integrity Leaders. Other programs are also in place to address potential and substantiated claims of integrity failures brought to our attention by clients and other external stakeholders, both within and across our supply chain. [For more information, please reference our Data Integrity section.](#)

8,000 Code of Conduct training hours in 2015

Integrity and ethics incidents, misconduct concerns and responses are overseen by the Corporate Integrity Leader and are reported regularly to the top levels of management and the Audit Committee of the Board of Directors.

SUPPLY CHAIN

G4-12, G4 15-16, G4-HR 9-10, G4-SO9, G4-LA 14-15, G4-EN 32-33

Nielsen's global supply chain consists of purchases in three high-level categories: technology, services and measuring equipment. The management of Nielsen's spend is the responsibility of two organizations: 1) the Sourcing organization, responsible for negotiating and contracting with either new suppliers or new statements of work and 2) the Vendor Management organization, responsible for management of the supplier's post-contract performance, including its performance against specified environmental, social and governance (ESG) criteria. The company monitors the risks of human and labor rights violations, environmental practices and governance activities associated with the suppliers who are core to our business across the globe. In recognition of the importance of ESG issues in our supply chain, we expanded our team in 2015 to include two new Supplier Diversity & Sustainability Manager and Analyst positions to address these unique opportunities.

COMPLIANCE

Nielsen is committed to incorporating sustainability into our business process throughout the life cycle of a Nielsen supplier. During the supplier selection phase, sustainability and diversity are two of the criteria that are considered during the RFP (request for proposal) process, along with our requirements for performance, quality, service and cost. The evaluation of a prospective supplier's ESG performance will occur at both the company level and the products and services level, with a view towards decreasing the negative environmental and social impacts of our supply chain and increasing the positive environmental and social impacts. In January 2015, Nielsen adopted the [Nielsen Supplier Code of Conduct](#), which was made public on Nielsen.com. As a result, all Nielsen suppliers are required to adhere to that Code as a condition of doing business with Nielsen. Nielsen continues to update contracts as they are renewed to include our Supplier Code of Conduct or reference to the supplier's own code of conduct if it is consistent with our expectations.

Once a contract is signed, Vendor Management manages Nielsen's strategic suppliers through a regularly scheduled business review and scorecard process. This review process addresses supplier performance on operational metrics, financial health, diversity and sustainability. Nielsen defines the "strategic suppliers" who participate in this process as suppliers who are critical to our core business of measuring what consumers watch and buy. This group of suppliers is inclusive of our 3 high-level purchasing categories: technology, services and measuring equipment. Taken together, these suppliers typically encompass the largest percentage of our annual spend.

In 2016, we launched Nielsen Source Green, our formal supply chain sustainability initiative. With this program in place, we plan to measure, manage and gain specific visibility into the ESG performance of our strategic suppliers on an ongoing basis. We have retained an outside firm to monitor the ESG performance of these suppliers through comprehensive scorecards that provide a standardized monitoring platform. These scorecards are created using detailed supplier self-assessments and third-party documentation, like conformance to industry standards, media and investor reports and other external disclosures. Some of these industry standards and external disclosures include the U.N. Global Compact, the ILO Declaration on Fundamental Principles and Rights at Work, suppliers' GRI and Carbon Disclosure Project reports, ISO standards, SA 8000 and other recognized industry standards like LEED building standards, EICC (Electronic

By 2018, this Vendor ESG program will cover up to 50% of Nielsen's total spend with suppliers, up from more than a third of our spend in 2016.

SUPPLY CHAIN *continued...*

Industry Citizenship Coalition) and FSC (Forest Stewardship Council). Reports published by news media, investors and nongovernmental organizations are also incorporated as further data points to develop a holistic picture of each supplier's ESG performance and commitments.

Once completed, these initial assessments are then scored and analyzed with a detailed qualitative and quantitative presentation of supplier strengths and areas for continuous ESG improvement. Nielsen's Vendor Management team will use these scorecards to identify, assess and measure risk in key categories and to identify opportunities for improvement with the strategic suppliers in our supply chain. Most importantly, these assessments will provide a basis for meaningful supplier dialogue and engagement at regular, specified intervals. Nielsen will seek to administer corrective action plans through a collaborative approach with suppliers if Nielsen's standards are not met in these key areas.

We view 2016 as the initial baseline year for formally measuring, monitoring and publicly reporting on the ESG performance of our supply chain. The measurement and reporting of vendor performance on ESG metrics will continue year over year, with a goal of reporting a positive trend in performance as well as increasing the percentage of spend measured. By 2018, our goal is to cover up to 50% of Nielsen's total spend with suppliers through this Vendor ESG program, up from over a third of spend in 2016.

To further develop this cohesive framework for Nielsen supply chain sustainability, our plans for 2016-2017 include:

- Creating a Nielsen Source Green Advisory Committee with cross-functional senior managers to support our program;
- Updating our Supplier Code of Conduct, Sourcing and Vendor Management policies and practices to reflect this more comprehensive approach to ESG impacts;
- Communicating our Nielsen Source Green initiative through various communication channels to increase internal and external awareness of supply chain sustainability; and

- Continually improving our own program and advancing the field of supply chain sustainability through participation in industry groups.

SUPPLIER DIVERSITY

We are building a sustainable, world-class Supplier Diversity program to move Nielsen toward achieving its corporate objectives of cost leadership, revenue growth and fostering long-term diverse spend opportunities within the purchasing culture across our company. Our [Corporate Supplier Diversity program](#) recognizes diverse suppliers as for-profit businesses physically located in the U.S. or one of its trust territories.

These businesses must be 51% owned, controlled and operated by a Minority, Woman, Veteran, people with disabilities or Lesbian, Gay, Bisexual, or Transgender (LGBT) person. To qualify as a Nielsen diverse supplier, a diverse business must have a current certification from one of the following agencies or their regional affiliate:

- National Minority Supplier Development Council (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- Government Agency (City, State, or National)
- U.S. DD Form 214 (discharge form)
- National Gay & Lesbian Chamber of Commerce (NGLCC)
- U.S. Business Leadership Network (USBLN)



SUPPLY CHAIN *continued...*

Nielsen's supplier diversity program has improved each year since its launch in 2009. In 2015, we achieved 8% of our U.S. sourceable spend with diverse suppliers, representing a 14% year-over-year increase from 2014 and a growth of 37% over the past two years. Over the past two years, our diverse suppliers have added over 200 jobs as a result of doing business with Nielsen. While our goal for spend with diverse suppliers is currently based only on U.S. sourceable spend, we are actively working to expand our program globally. Our global efforts began through our support for South Africa's Broad-Based Black Economic Empowerment (BBB-EE). Also in 2015, we launched our [Diverse Leadership Network](#) (DLN) Supplier Diversity Competition event, an ongoing collaboration between Nielsen's Diverse Leadership Network (DLN) and Supplier Diversity teams to provide pro bono guidance and advice to diverse business owners.

We have been recognized by several publications for our efforts, including:

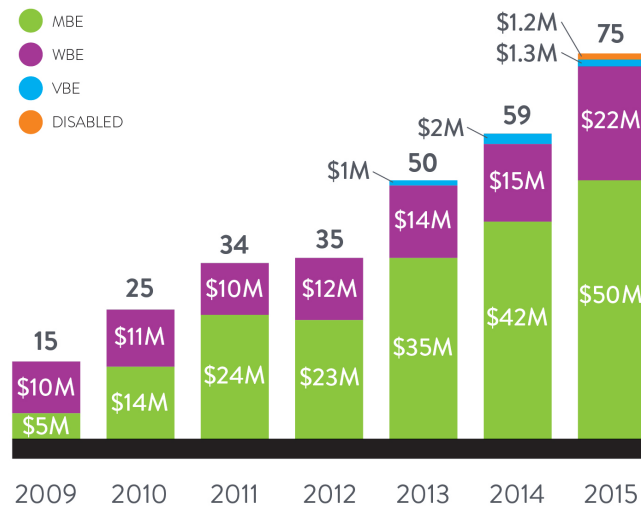
- One of the Best of the Decade for supplier diversity (*Minority Business News USA*)
- One of the Top 101 Supplier Diversity Programs (*Women's Enterprise USA*)
- One of the WE USA Corporations of the Year for Supplier Diversity (*Women's Enterprise USA*)
- One of America's Top Organizations for Multicultural Business Opportunities (*DiversityBusiness.com*)

Over the longer term, we plan to expand our supplier diversity program globally.

In 2016, we plan to launch a Supplier Summit to recognize internal and external supporters of supplier diversity and sustainability and connect our diverse suppliers with key internal buyers to create additional business opportunities.

Over the longer term, we plan to expand our supplier diversity program globally.

YEAR OVER YEAR DIVERSE SPEND GROWTH



Please visit our [Supplier Diversity](#) page for more information about Supplier Diversity at Nielsen along with our annual Supplier Diversity reports.

STAKEHOLDER ENGAGEMENT

G4 15-16, G4 24-27, G4-56, G4-PR 8

Nielsen engages with its key internal and external stakeholders in both formal and informal ways. We monitor their views on an ongoing basis to determine if we are meeting their expectations in the areas most material to Nielsen, including but not limited to client service, responsible products and behavior, environmental and community stewardship and responsiveness as an employer. These engagements include both direct dialogue and indirect stakeholder proxies through surveys, social media and other modes of soliciting and receiving feedback.

Stakeholder feedback is used to develop company policies, expand employee training and benefits programs, create new client programs and services and refine our interaction with the consumers we engage for information through Nielsen panels and surveys. Our ongoing stakeholder engagement also includes collecting data from many groups on their perceptions, opinions and criticisms about general social, economic and environmental issues. [This information](#) is shared with the public and our clients to help improve responsiveness to stakeholder viewpoints.

We also have External Advisory Councils that represent the interests of the African-American, Hispanic/Latino and Asian Pacific American communities. Our Councils regularly advise Nielsen on key issues such as multicultural panel recruitment and engagement strategies, diversity in representation and retention of Nielsen's U.S. workforce and execution of our minority business enterprise supplier spending program.

The EACs are composed of exemplary leaders in a range of business, community, education, entertainment and faith-based organizations. We bring the three councils together twice a year for Joint Advisory Council meetings to ensure that their collective voices are heard around common areas of concern. They also advise Nielsen on an ongoing basis on how to further enhance the continuous improvement and quality of Nielsen's recruitment, engagement and interaction with multicultural consumers and communities.

The feedback we receive from the Councils is used to develop company policies, expand employee training and benefits programs, create new client programs and services, and refine our interaction with the people we engage for information through Nielsen panels and surveys. We have a focus on measuring and analyzing how people of diverse multicultural backgrounds interact with digital platforms, traditional media and in-store environments. As multicultural communities grow, and buying power and influence increases, these efforts ensure that our Total Audience Measurement provides our clients with the insights they need to maximize their performance and growth in the face of these population changes.

We also review external assessments of our employment, financial, environmental and community engagement practices. In 2015, we solicited feedback from groups such as Working Mother, EcoVadis, Dow Jones Sustainability Index (DJSI), DiversityInc, the Human Rights Campaign (HRC) and a variety of customers, investors and community groups. This feedback is invaluable to Nielsen as we incorporate these external views into enhanced policies and programs to improve our business and operations.

Additionally, in early 2015, we completed a formal stakeholder engagement process to determine Nielsen's most material citizenship and sustainability issues for both action planning and external reporting. Altogether, the assessment team conducted more than 30 interviews and engaged more than 200 internal and external stakeholders. The same team reviewed more than 50 source documents representing key groups. That materiality assessment process is detailed in this report and on [Nielsen's website](#).

Nielsen's engagement with key stakeholder groups is documented below:

EMPLOYEES

Employees are surveyed biannually through our Nielsen Voice employee satisfaction survey. This survey—which includes a range of questions focused on engagement, compensation and work-life balance, among other topics—complements

STAKEHOLDER ENGAGEMENT *continued...*



regular employee interactions with managers and senior leaders through Nielsen's open-door policy and Check-Ins between managers and associates. In 2015, 98% of our associates worldwide responded to the Nielsen Voice survey, our highest response rate ever. The response rate was also much higher than the 78% global average of our third-party provider's clients. Increasingly, employees also use social media platforms like Yammer, Nielsen's internal social network, to discuss emerging issues and solve problems collaboratively across our business. Our global associates have generated about 16,000 collaborative conversations per month.

Based on employee feedback, Nielsen launched a major global initiative in 2015 to revamp its performance review process. Supporting our culture of meritocracy, the [Check-In process](#) was introduced globally as a way to promote ongoing, regular conversations between associates and their managers. Checking in at least once every 90 days helps our associates to build stronger connections with their managers, adjust priorities as business and client needs evolve, receive real-time feedback to continuously adapt, learn, grow and align their experiences to their long-term career aspirations. More detail about this program can be found in the ["Check-In"](#) section of this report.

CLIENTS

Nielsen also engages and participates with a number of clients and other third-party organizations through a variety of committees with the objective of gaining direct client input

and insights to enhance the quality of our measurement for the industries we serve. These committees advise the relevant Nielsen business units on industry issues and concerns, provide insight on technological advances and help Nielsen improve the utility of its data as industry currency. In some cases, Nielsen works with other organizations to facilitate these committees. You can find more information about these committees in our [Appendix](#).

For individual client concerns, Nielsen maintains a Data Science Board. This group of six highly experienced leaders—each with 15 or more years of experience in statistical methodology, advanced quantitative techniques, universe estimation, audience measurement and client engagement—works with our Data Science Business Leaders to examine and address client issues, providing expertise and consultation around escalated challenges and technical decisions. The team aims to provide resolutions within 24 hours. Nielsen created the Data Science Board in 2013 to provide an objective and highly-qualified perspective on difficult and often complex client questions about Nielsen's research and insights, leveraging global expertise wherever it is needed to drive consistency in our approaches.

The team considers various risk severity levels to prioritize data science issues and ensure an appropriate and timely response to all client requests.



Photo: World Food Programme

RESEARCH PANELISTS

Nielsen uses panels of consumers to solicit their opinions and behavior on behalf of our clients. Privacy is the most commonly cited inquiry by this group. [Nielsen's Panelist Privacy Policy](#) addresses these concerns.

STAKEHOLDER ENGAGEMENT *continued...*

COMMUNITIES

Corporate Social Responsibility: Nielsen Cares

As the world's leading performance management company that measures what consumers watch and buy, Nielsen engages a range of community and nonprofit industry organizations to provide pro bono support in helping organizations advance their social missions within our [Nielsen Cares priority cause areas](#). Please refer to the ["Our Communities" section](#) of this report for more information about Nielsen Cares, or our public [Nielsen Cares page](#).



U.S. Strategic Community Alliances and Consumer Engagement

At Nielsen, we remain steadfast in our commitment to deepen and grow our relationships across multicultural communities. The growing multicultural segments of the U.S. population offer some of the most attractive growth opportunities for our clients today and we are focused more than ever on helping our clients win with these consumers. Our deep-rooted and longstanding relationships with multicultural organizations, community and civic leaders and elected officials are crucial to our ability to do this successfully. Nielsen's U.S. Strategic Community Alliances and Consumer Engagement team invests in these important relationships through their unwavering commitment to improve the communities where we live and work. Through this outreach, we have successfully:

- Raised awareness within African-American, Asian-American and Latino communities to support the Nielsen commitment of diversity in measurement through 175 events nationwide.

- Included cross-platform, social media and thought leadership engagement in 80% of our alliances with community organizations.
- Increased the U.S. Strategic Community Alliances and Consumer Engagement "You Matter" Database by 65% in 2015, reaching a total of 123,585 contacts and further expanding our future panelist base.

Additional details about our outreach can be found [here](#) as well as on our [Nielsen Community page](#).

PUBLIC AND POLICYMAKERS

Nielsen engages with the public and policymakers to make our data widely available as a valuable resource for a broad range of different groups across sectors.

To foster greater transparency about our data collection and use practices for the general public, Nielsen has partnered with the Council of Better Business Bureaus (BBB) to develop a consumer education website known as "Digital IQ" where newly online populations can learn more about how the Internet works and how to safely navigate the online experience. For the public and policymakers, as well as for our clients and other organizations, we make insights available in a number of ways, including through our work with The Demand Institute, a non-advocacy, nonprofit organization jointly operated by Nielsen and The Conference Board.

Nielsen is proud to be a leader in transparency and to have been recognized by the Center for Public Accountability with a 95% rating.

NIELSEN INVESTMENTS IN INNOVATION

Nielsen Innovate is an early-stage technology incubator and investment fund focused on market research, consumer behavior, data analytics, marketing and advertising solutions, campaign effectiveness measurement, big data, social, mobile and new media.

In partnership with the Israeli government, Nielsen Innovate identifies promising start-up businesses within Nielsen's areas

STAKEHOLDER ENGAGEMENT *continued...*

of expertise, providing them with capital, a place to work, mentorship and a host of other services in exchange for a modest investment stake. Due to the importance of giving back through these arrangements, Nielsen Innovate also encourages its portfolio companies to commit equity to [Tmura](#), an Israeli foundation founded in 2002 that uses start-up equity to support educational opportunities and youth initiatives. While this practice dilutes Nielsen's ownership stake in these companies, we support the potential that this equity has to make a positive social impact when leveraged by Tmura. We also recognize the power of introducing entrepreneurs to opportunities like Tmura early in their journey to success, as this helps incorporate the value of community into the DNA of a company at an early stage.

Nielsen is also a strategic investor in Pereg Ventures, a venture capital firm headquartered in New York City. The firm offers unique expertise to entrepreneurs who are leading innovative business-to-business information services companies, particularly those that help consumer-driven companies measure their market performance and/or optimize their marketing investments.

SHAREHOLDERS

Through our Investor Relations and SEC Reporting teams, we have incrementally grown the degree of transparency in our public reporting. In our Q4 2015 earnings documents and our 2015 Form 10-K, for example, Nielsen provided additional sub-segment financial disclosure for our Watch business by sharing historical revenue and constant currency growth rates for our Audience Measurement of Video and Text, Marketing Effectiveness, Audio and Other Watch businesses. Previously, we had provided revenue and constant currency growth rates for our Watch business as a whole. We are encouraged by the positive response we have received from investors regarding these additional disclosures.

Another aspect of our strong shareholder engagement process is what we do around proxy season. In 2015 we reached out to the holders of 50% of our shares and ultimately spoke with 30% of them. A team consisting of our Lead Independent Director and/or our Compensation Chair on the Board as well as our Chief Human Resources Officer and Chief Legal Officer and Senior Vice President of Investor Relations conducted these calls. We received 98.3% shareholder approval of Nielsen's executive compensation program in 2015.



Photo: CECF

MATERIALITY ASSESSMENT

G4 17-21

In 2014, Nielsen began a formal non-financial materiality assessment to determine the issues that are most critical to our business and to our stakeholders. Our primary motivation was to review and benchmark our citizenship and sustainability efforts, enhance our reporting and update our strategies and programs to reflect our stakeholder needs and business priorities. We also wanted to identify any potential risks and opportunities, along with any emerging issues that could affect Nielsen's business success and stakeholder relationships in the future.

Please visit our [materiality page](#) for more information about Nielsen's non-financial materiality assessment and matrix, including stakeholder feedback methodology, issue ranking criteria, findings and Nielsen's response.



RISK MANAGEMENT

G4-16

Nielsen provides clients with a comprehensive understanding of what consumers watch, what consumers buy and how those choices intersect. We believe our global presence, diverse portfolio of services and robust internal risk and control processes promote a sustainable business model. But like all companies, we are not exempt from certain risks that could materially and adversely affect our business, financial condition or results of our operations.

At Nielsen, strong controllership is the foundation supporting our daily operations and long-term strategic efforts. Financial and non-financial controllership teams work together to help drive a sustainable business model. Our Chief Legal Officer oversees Nielsen's legal and risk management functions. Risk management is handled through a matrix approach. At Nielsen there are three teams primarily responsible for measuring, monitoring and mitigating financial risks in collaboration with other global teams across our business:

- Corporate Audit Staff (CAS)
- Corporate Reporting and Analysis (CR&A)
- Treasury

The ERM Leadership Committee, which includes the Chief Financial Officer along with other key leaders within the company, has oversight to Enterprise Risk Management. This is supplemented by the corporate audit team led by the Senior Vice President of Corporate Audit, the Chief Security Officer, the Vice President of Compliance and Corporate Integrity Leader (formerly known as Ombudsman), as well as the regional business leaders. This core team is supported by a robust network of local and regional controllers, accountants and financial planning professionals who also assist in managing financial risk. All 11 non-executive members of Nielsen's Board of Directors have expertise in Enterprise Risk Management, given their general backgrounds as directors and current or former executive officers of public companies. The board is also regularly informed by Nielsen management on the specific

risks the company faces. More about the functions that each of these teams performs is included in the [Appendix](#) of this report.

Nielsen uses an Enterprise Risk Management (ERM) framework to identify, evaluate, discuss and manage financial and non-financial risks for long-term success. Nielsen takes a holistic approach to review company risks, understand their potential impacts and take appropriate measures to reduce the risks. All of the risks Nielsen's management prioritizes during ERM reporting are interrelated and therefore are not reviewed in isolation.

During Nielsen's annual Operating Plan review process, each region/business unit presents current-year financial performance and the plan and budget proposal for the coming year. In the past, there was also a section in the presentation template that required each region/business unit to address 16 significant business risks as identified by Nielsen Risk Management across four categories: Finance, Strategic & Business, Operational and Compliance & Regulatory. Each business unit reported and discussed the severity (high, medium, low) of these 16 significant risks, with Nielsen financial risks forwarded to the CEO and CFO. If a business unit deemed a risk to have high severity, the business was required to disclose to management the action plan the team planned to implement to monitor and mitigate the risk. The consolidated results are communicated to the Audit Committee of the Board of Directors on an annual basis. Nielsen uses the outcome of stakeholder meetings to better understand potential gaps between internal and external perception of risks and their impact on the company's reputation and future success.

Starting in 2015, Nielsen built on this strong foundation by launching a corporate initiative to further improve on the ERM reporting process. Under the new process, regional business owners are now required to report on 20 business risks and corporate business leaders are required to report on seven corporate-related risks.

RISK MANAGEMENT *continued...*

One of the newly-added risks in 2015 was "Health & Safety," linked to adverse financial, legal, or reputational impact as a result of failure to provide safe working environments to employees and failure to protect employees from external threats, including failure to consider physical environmental impacts due to business-as-usual activities like the energy required to operate facilities, waste disposal, corporate travel and other related activities.

Another related risk—established prior to 2015—in the ERM reporting process is "Disaster Recovery/Business Continuity Planning," linked to adverse financial, legal or reputational impact as a result of the inability to properly respond, continue business operations or meet client demands in the event of disruption related to an unforeseen incident, including natural or man-made disasters or the inability to adapt to organizational changes.

Both the newly-added "Health & Safety" and existing "Disaster Recovery/Business Continuity Planning" risks overlap with environmental issues. More information about business and financial risks can be found on page 13 of Nielsen's [2015 10-K](#). It is important to note that a risk management and internal control system, no matter how well-designed and operated, provides only reasonable (not absolute) assurance regarding achievement of an entity's objectives.

As it relates to our Accounts Payable (AP) process to mitigate sourcing risk, all new vendors are vetted by Nielsen Sourcing before being inputted into our vendor master database. Throughout our comprehensive vetting process, Nielsen utilizes 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 that there are no regulatory enforcement actions in progress, as well as conducts a world-check risk screening.

As it relates to ESG risks specifically, Nielsen conducted a [non-financial materiality assessment](#) in late 2014 and early 2015 to determine the citizenship and sustainability issues that are

most critical to our business and to our stakeholders. From an environmental perspective, energy, business travel and waste are the three most significant environmental issues for Nielsen identified by internal and external stakeholders. Nielsen's ERM process addresses these and other risks that affect Nielsen.

Nielsen also uses an internal social platform, Yammer, to encourage all employees worldwide to promote the sharing of best practices. Four groups are established that all employees can access: Compliance & Integrity, Travel & Expenses (T&E) Compliance, Data Science Business Quality & Compliance and North America Ombudsman (now called the Integrity Leader program). These groups provide a more interactive way for Nielsen employees to get involved with risk management practices and learn more about how they can effectively mitigate risk.

Nielsen uses an external vendor, Corporate Executive Board (CEB), to learn about and incorporate best practices for ERM. All Nielsen employees have access to CEB's webinars, benchmarking and diagnostic tools and online forums to advance the effectiveness of our risk management programs.

Nielsen's commitment to unrelenting controllership and robust Enterprise Risk Management establishes the framework needed to support a sustainable business model. These fundamentals enable Nielsen to expand on our global footprint and diverse portfolio of services to better serve our employees, clients, shareholders and communities.

DIVERSITY AT NIELSEN

G4-16

We recognize the importance of Diversity & Inclusion for our growth, strength and ability to innovate. At Nielsen, this means embracing and valuing the ideas of people with diverse skills, talents, experiences and cultural backgrounds to provide our clients with the information they need to succeed.

As our CEO, Mitch Barns, has said: “The growing multicultural segments of the U.S. population offer some of the most attractive growth opportunities for our clients today and we are focused more than ever on helping them win with these consumers. Our deep-rooted and longstanding relationships with multicultural organizations, community and civic leaders and elected officials are crucial to our ability to do this successfully.”

As part of our core business, Nielsen is committed to accurately measuring a broad range of consumer behavior representing a wide range of ethnicities, cultures and organizations worldwide. We are similarly invested in diversity within Nielsen, committed to ensuring that our workforce represents the communities where we live and work. In our efforts to recruit and retain top talent around the globe, we embrace the skills and ideas of people with different backgrounds, experiences and perspectives. We know that our growth and long-term success depends on our ability to remain an employer of choice for a diverse workforce.

Nielsen’s formal Diversity and Inclusion program began in the U.S in 2006 and expanded globally beginning in 2013 with foundational training for all People Managers. We partnered with a diverse supplier to tailor training for each region. To date, 93% of our People Managers globally have attended the training in 66 countries. There is also an adapted online version of this training for all employees that has been translated into 10 languages and has been taken by employees in 68 countries. This training has served as the catalyst for launching several Employee Resource Group chapters globally. As of this publication, we have 50 ERG chapters in North America, 22 ERG chapters in Europe, 5 ERG chapters in Latin

America (LATAM), 8 ERG chapters in Sub-Saharan Africa, 1 ERG chapter in Middle East, North Africa and Pakistan (MENAP), 4 ERG chapters in Southeast Asia, North Asia and Pacific (SEANAP) and 5 ERG chapters in India.

As we move ahead, our aim is to create and expand even more robust diversity programs in international markets, continuing to reflect their own definitions of multiculturalism and changing marketplaces. In this way, we can better serve our clients and improve Nielsen’s overall business performance with Diversity & Inclusion as a key strategic driver of growth.

EMPLOYEE RECRUITMENT, RETENTION AND ENGAGEMENT

A diverse workforce operating in an inclusive environment is a powerful driver of our ability to innovate and grow. Diversity of backgrounds and perspectives helps us better understand and represent the markets that we serve. An inclusive environment allows those talents to develop and be expressed to their fullest.

Nielsen proactively recruits employees in multicultural communities, including our support of high-potential high school and college students who start their careers with us through relationships with organizations like the Posse Foundation and the Emma Bowen Foundation.

Our Emerging Leaders Program (ELP) is designed to nurture personal growth and enhance leadership skills of college students or recent graduates. During their time in the program at Nielsen, candidates are exposed to a diverse and challenging set of rotational assignments, intensive training, mentoring and unparalleled opportunities to network with and learn from our most senior leaders. Upon graduation from the program, participants are well-prepared for a career at Nielsen and beyond because of their fast-tracked experiences to take on a critical role within their area of expertise. We have visited more than 70 campuses searching for the best talent interested in the areas of Finance, Human Resources, Consumer Analytics, Product Leadership and Operations & Technology to engage in our multi-track ELP programs.

DIVERSITY AT NIELSEN *continued...*

More broadly, through career fairs and speaking engagements, our Global Talent Acquisition team interacts with students and shares career opportunities as part of our widespread international recruitment efforts.

Nielsen has also worked diligently to employ strong global leadership training programs for high-potential associates from underrepresented groups. One of the learning and development programs we offer is an 18-month “mini-MBA” leadership development program called the Diverse Leadership Network (DLN), which is focused on cross-cultural coaching, executive networking, course curriculum, faculty workshops and case studies. Frequent exposure to senior leadership is also a part of the process.



Our Employee Resource Groups (ERGs) are voluntary, employee-driven groups that are organized to create an open forum for idea exchange. ERGs operate under four focus areas: recruitment/networking, professional development, education/engagement and community outreach. All ERGs have two senior leaders as sponsors—an Executive Sponsor (a Senior Vice President or above) and a Nielsen Global Leadership Sponsor (a member of our CEO’s executive team). We currently have the following seven ERG groups: Asian Americans Link (AAL), Abled and Disabled Employees Partnering Together (ADEPT), Hispanic Organization of Leaders in Action (HOLA), Lesbian, Gay, Bisexual, Transgender & Allies (PRIDE), Sustaining Active Black Leadership and Empowerment (SABLE), Support and Employee Resources for Veterans (SERV) and Women in Nielsen (WIN). While these groups began in the U.S., the ERGs began expanding globally in 2011, particularly the WIN, PRIDE and ADEPT groups.

SPEAKING A COMMON LANGUAGE

To kick off our diversity and inclusion program going global, we have invested in training the entire company to speak the same language about diversity & inclusion: how we define these terms and why they are so important for our business.

The training, called “Managing an Inclusive Work Environment,” focuses on the following areas in which managers (and their teams) learn to:

- Understand the business impact of diversity and inclusion
- Manage personal biases
- Drive and promote inclusion at Nielsen
- Speak up when witnessing behaviors that are not inclusive
- Engage with “new” groups versus gravitating to the same, more familiar people and teams
- Create or join ERGs

With this training as the foundation, we have also been working with regional leaders to gain a greater understanding of the most relevant areas of focus for inclusion in the region. To do this, we have created a framework that would help each region build a Diversity & Inclusion plan based on the impact they want to realize within each region. The global framework utilizes five key pillars:

1. Raise basic awareness of diversity
2. Discover and analyze unconscious bias through training
3. Understand and apply lessons learned
4. Infuse Diversity & Inclusion throughout the organization
5. Realize measured change

In continuing to expand training globally, we also introduced “Unconscious Bias” training in 2015. The goal of this training is to allow our employees to recognize the biases we all have and to mitigate them by developing the capacity to be alerted when these are “at work,” practice constructive uncertainty, explore awkwardness and discomfort, engage with people different from ourselves and expose ourselves to positive role models in those groups so we can validate our decision-making without bias.

DIVERSITY AT NIELSEN *continued...*

MARKET INSIGHTS

In addition to Nielsen's relentless focus on Diversity & Inclusion among our associates and suppliers, Nielsen also issues a unique industry-wide Diverse Intelligence Series of insights to help marketers take a closer look at today's multicultural population, featuring actionable in-depth insights into the lifestyle, media and purchase behaviors of African-American, Asian and Hispanic consumers in the U.S. today. In 2015, our Diverse Intelligence Series included the following reports: [Asian-Americans: Culturally Connected and Forging the Future: Increasingly Affluent, Educated and Diverse – African-American Consumers: The Untold Story](#) and [The New American Vanguard – Latinos 50+: Healthy, Wealthy and Wise.](#)

The company also released reports on LGBT consumers, including [U.S. LGBT Shoppers Make More Trips, Spend More Than Average.](#) Additional insights were also shared about households with intellectual disabilities, [Quantifying the Market Power of Households with Intellectual Disabilities,](#) a joint project with Special Olympics Inc.



MULTICULTURAL COMMUNITY OUTREACH

In 2015, Nielsen's outreach through our U.S.-based Strategic Community Alliances and Consumer Engagement team included advertising campaigns, event sponsorships and memberships in dozens of organizations. Our multicultural outreach philanthropic priorities include organizations with a focus on STEM (Science, Technology, Engineering and Math) education, diversity & inclusion and civic/social justice.



We also have three External Advisory Councils (EACs) that are composed of business leaders, community leaders and notable industry experts who represent the African-American, Hispanic/Latino and Asian Pacific-American communities. These External Advisory Councils share their views on how Nielsen can better recruit, represent and reflect the unique purchasing and viewing habits of multicultural communities.

These councils come together multiple times a year with Nielsen's executive leaders to ensure that the collective voices of multicultural consumers are heard, while representing Nielsen as ambassadors within their respective communities. Of course, we recognize that our efforts have a business benefit in addition to the societal impact we hope to achieve, capturing market insights that provide revenue opportunities for Nielsen and for our clients. By reaching thousands of multicultural consumers, we strive to create awareness about Nielsen's measurement efforts and how all voices matter, as we continue to lead the conversation about consumers' purchasing power.

DIVERSITY AT NIELSEN *continued...*

CLIENT SOLUTIONS

Nielsen's Multicultural Center of Excellence works with client service teams to market to the multicultural consumer and partners with clients to identify new products and services that will appeal to these consumers.

SUPPLIER DIVERSITY

Nielsen's Supplier Diversity program seeks opportunities to partner with companies that are certified, owned, operated and controlled by minorities, women, veterans, people with disabilities and LGBT owners. In addition to finding transactional partnerships, we seek revenue-generating opportunities, strategic alliances, client engagements and educational platforms to mentor our current or prospective diverse suppliers.

To learn more about the important role supplier diversity plays in our overall commitment to Diversity & Inclusion, please visit our [Supply Chain section.](#)

ACCOUNTABILITY AND MEASUREMENT

We utilize trend analysis of representation, movement, recruitment, retention and spend to hold us accountable for our diversity commitments to celebrate our progress, share best practices across the company and measure our inclusion.

AWARDS AND RECOGNITION

Diversity is a business imperative for Nielsen. Nevertheless, we appreciate recognition for our efforts:

- Nielsen was named to [DiversityInc's](#) 2015 Top 50 Companies for Diversity ranking for the second consecutive year. Advancing eight spots from 2014, Nielsen was ranked No. 42 in 2015.



- The Human Rights Campaign Foundation (HRC), an LGBT advocacy organization, awarded Nielsen a perfect score of 100% on the 2015 Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices related to LGBT workplace equality. Nielsen joins the ranks of 364 major U.S. businesses that also earned top marks in 2015 for the second year in a row.
- In 2015, Diversity MBA Magazine ranked Nielsen No. 5 in their [50 Out Front Best Places for Women & Diverse Managers to Work](#) (up from No. 18 in 2014).



Going forward, we plan to create additional Global Inclusion Councils in 2016—to expand on the councils we currently have in the U.S. and Europe—to advance our global view of Diversity & Inclusion, giving us the chance to leverage overall learning from associates around the world on a continuous basis, share best practices, exchange knowledge of cultural nuances, enhance the experiences of our ERGs and increase mentoring and professional development opportunities.

Please visit our [Organizational Profile](#) section for more information about what diversity looks like at Nielsen across our regions.

OUR CLIENTS



OUR APPROACH

DMA

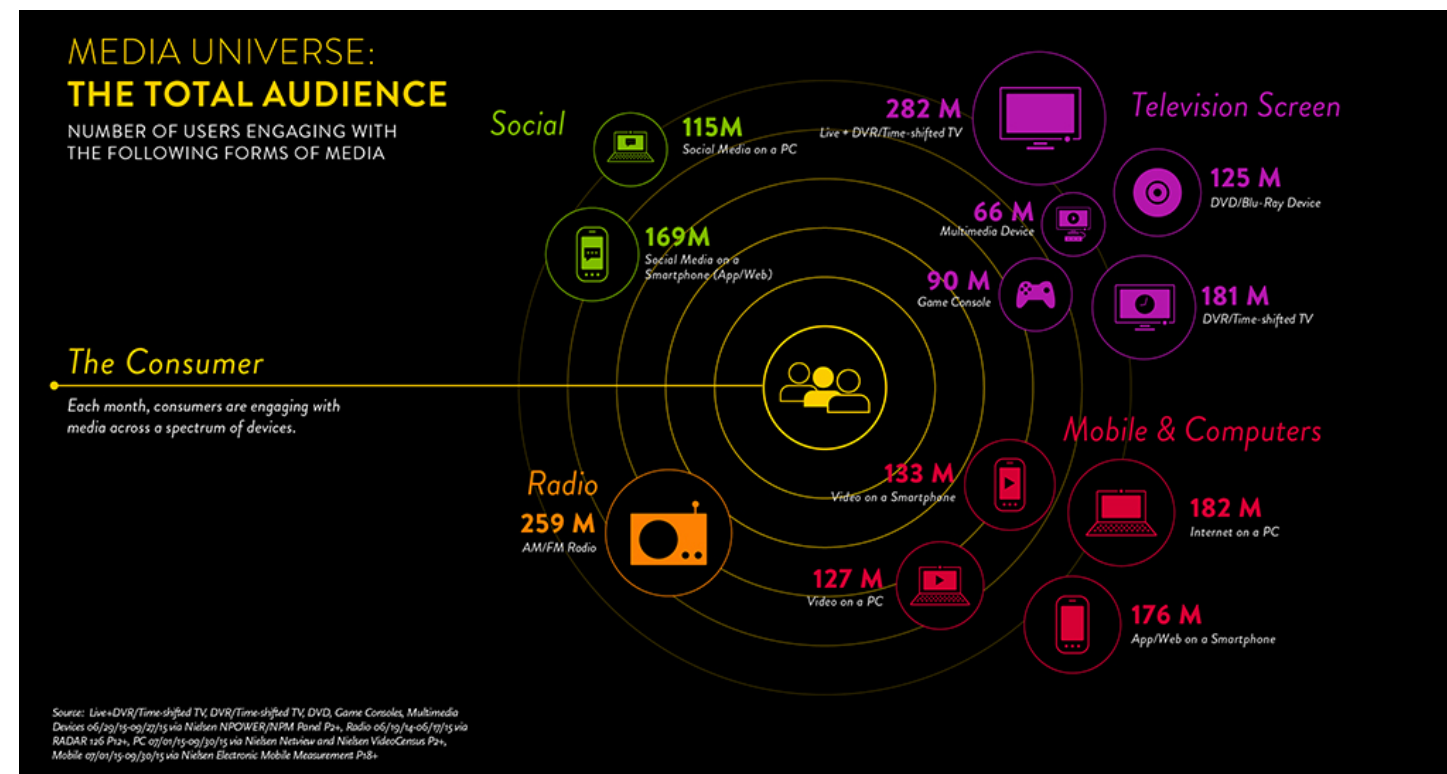
MONITORING THE PULSE OF THE WORLD'S CONSUMERS

We measure the consumer. It is a straightforward—but very important—statement. We don't measure just one screen or one form of product distribution. We provide data and independent measurement of consumers everywhere they go, across the places and ways they consume.

That job is becoming increasingly complicated. Consumer behavior is changing rapidly as a result of the proliferation of new devices and digital technology. Consumers now access information not only through traditional media like television, but also online via smartphones and tablets, as well as purchase goods through e-commerce channels.

In fact, as of 2015, nearly 3 billion people are currently online—that's 40% of the world's population. And 71% of global consumers own a smart phone. Consumer choice is driving how content is viewed and goods are purchased and it is fundamentally changing the business of TV, retail, advertising and measurement.

As a global performance management company, we provide a comprehensive understanding of what consumers Watch and Buy. Nielsen's Watch segment provides media and advertising clients with Total Audience measurement services across all devices where content — video, audio and text — is consumed. The Buy segment offers consumer packaged goods manufacturers and retailers the industry's only global view of retail performance measurement with a focus on sales and marketing effectiveness as well as providing support for new products.



Infographic: January 2016

OUR APPROACH *continued...*

In 2015, we built and offered our plan for [Total Audience Measurement](#) to clients, focused first on U.S. Media. Total Audience Measurement is Nielsen's answer to the need for holistic measurement of audiences across all media devices to keep pace with consumer behavior. Nielsen has a commitment to deliver comprehensive measurement—measuring audiences where, when and how they consume content. Ensuring that the ratings capture a holistic view of the Total Audience is our business and our mission.

With category shifting disrupters such as grocery delivery services, direct-to-consumer brands and fragmentation, understanding the total consumer is not possible without including the rapidly changing e-commerce landscape. Nielsen has been helping clients understand this new frontier for years, and in 2016 announced the first details of its much anticipated e-commerce measurement solution for the U.S. market. With e-commerce measurement capabilities in eight markets globally, Nielsen's expansion of e-commerce coverage to the U.S. brings a comprehensive, multi-data solution to the retail marketplace. This solution is a combination of Nielsen retail data cooperators, multiple consumer-sourced data sets and demand related analytics that will provide the industry a leading measure of e-commerce channel performance for both retailers and manufacturers. These data sources, married with Nielsen's best-in-class data science, will enable an integrated, calibrated and projectable measurement solution. The complexity of this space makes it important to develop a holistic solution that addresses all channels, players and new business models. This also marks an important milestone in our mission to create a Total Consumer measurement solution that captures our clients' large mature channels integrated with their growth channels.

Day to day, Nielsen serves numerous constituencies and communities in bringing our services and insights to markets all over the world. Our relationships with all these constituencies and the ways we engage with each other them to serve specific needs and expectations, are core to our business. Specifically for our clients, we seek to provide consistent,

high quality, relevant and timely services. We do this through numerous channels such as our Client Business Partner (CBP) approach, where clients are provided a dedicated, go-to expert to quickly connect the client with various parts of the Nielsen organization to meet their business needs. Nielsen also has various methods to address data and service quality, such as issue tracking, contractual performance measurement and quality assurance teams. We [participate in several committees with clients and other stakeholders](#) where we encourage open discussion regarding products, services and industry trends.

MAPPING THE FUTURE

As we look to the future, the landscape is even more complex. Our clients—who rely on us to provide the data and insights they need to meet consumer needs, effectively deliver their messages and spur action—face four key challenges in the evolving global marketplace.

The first is population growth. World population will grow by nearly 1 billion people by the year 2025 and most of that growth will occur in the emerging markets, especially Asia and Africa. Along with population growth, these regions will continue to see increasing levels of urbanization and a rapidly growing middle class. Our response to these powerful long-term trends is to consistently invest in our measurement coverage and granularity in these growth markets. We now have a global footprint in 106 countries and the accelerating growth rate for our business in these parts of the world shows that these investments are paying off.

Second is media fragmentation. As consumers continue to divide their media consumption across a wider range of devices and platforms, the result is more things for Nielsen to measure, creating more growth opportunities for our business. Our focus on the consumer will lead us to bring high-quality, currency-grade ratings to the market for all screens, devices and platforms, doing it in a way that is comparable, so they can be combined to represent the Total Audience. This is of tremendous value to the clients and markets we serve.

OUR APPROACH *continued...*

HOW WE RESPONDED IN 2015

These are just a few of the additional initiatives we launched in 2015 to advance Nielsen's expertise in measuring the digital marketplace and changing consumer behavior:

- Our digital enablement strategy leverages technology and equips associates to help clients adapt to the “new normal” of the digital marketplace. We are transforming our technical architecture and product offerings to enable new levels of speed, flexibility, integration and openness.
- Nielsen added six countries to its global footprint for mobile measurement in [Digital Ad Ratings](#), the industry-standard for independent, TV-comparable digital campaign measurement: Australia, France, Germany, Italy, the U.K. and Brazil.
- eXelate, a company Nielsen acquired in 2015, announced a collaboration with PushSpring, one of the world's largest independent sources of mobile app and device data. The agreement furthers our reach in mobile-originated audiences across a variety of segments, including app installs, auto and travel intenders and mobile shoppers.
- With The Demand Institute in 2015, we [published reports](#) that illuminate the ways consumer demand is evolving around the world. This information helps government and business leaders align investments with where consumer demand is headed across industries, countries and markets. For more information about The Demand Institute, please visit our [Appendix](#).

Third is big data. Thanks in large part to growth in digital, mobile device penetration and hyper-connectivity, we will continue to see the rise of big data and new data sources. Where some might see a potential threat to Nielsen's proven, panel-based approach to high-quality measurement, we see an opportunity. Big data won't replace our panels. Our panels will be more valuable than ever, serving as the key to unlocking the full potential of big data. The future of measurement is not about choosing between high-quality panels and big datasets—it is about choosing both. We plan to continue to combine our panels with big datasets to get the best of both worlds: high quality, highly descriptive and highly granular information that creates new and better ways for us to measure and improve our clients' performance. Our efforts are significantly aided by our 1,000+ data scientists and a patent portfolio that has grown more than four-fold in recent years. In fact, the [Intellectual Property Owners Association \(IPOA\)](#) recognized Nielsen in 2015 as ranking number 284 on its annual list of the top [300 U.S. patent recipients](#). The IPOA reviewed more than 7,500 companies in the process.

And fourth, technology. Fueled by Moore's Law, the relentless march of technology will continue to drive change in how consumers behave and how our clients manage and operate their businesses. Consumer data will become more digital, personal, granular and “real-time.” Algorithms and programmatic systems will play a growing role in marketing, advertising and sales. These are all positive trends for Nielsen and as they unfold, we plan to evolve in sync with our clients. Our business will steadily take on more “Data as a Service” characteristics. Our systems will become more interconnected with our clients' systems. We will see speed, quality and productivity gains, as well as new opportunities for growth.

CLIENT SATISFACTION

Nielsen considers our clients' feedback a gift. As such, we recognize the importance of understanding and measuring our clients' view of satisfaction as a whole. Nielsen solicits ongoing feedback from our clients in a number of ways, including through participation on various client and industry

OUR APPROACH *continued...*

committees as well as through client satisfaction surveys. In addition, our client service teams meet regularly with our clients to obtain their feedback on our existing products and our product roadmap. For more information about how we measure client satisfaction, please visit our [Appendix](#).

CUSTOMER RELATIONSHIP MANAGEMENT

In 2015, Nielsen launched an internal initiative to gain additional visibility into Nielsen's global Customer Relationship Management (CRM) landscape by defining CRM system requirements and our global sales, marketing and relationship management processes.

Going forward in 2016, we plan to continue the launch of our global CRM platform, beginning with our European and North America Buy commercial teams. In 2016, we also plan

to expand to additional users in our North America Watch business and to integrate our global platform with our existing platform. With this CRM platform in place, we plan to fully retire the manual processes and custom-built tools currently in use in some places in order to increase transparency, client satisfaction and collaboration across our teams around the world. Our CRM Center of Excellence (COE) will continue to drive these efforts forward and handle all governance and support.

We plan to launch this CRM platform in additional regions by 2020, leveraging additional marketing automation for our campaigns and client communications in order to provide real-time insights on the state of our business, with the ability to drill-down with additional data through reports and dashboards on an ongoing basis.

DATA INTEGRITY ENSURES RELIABLE, ACCURATE AND MEANINGFUL DATA

G4 15-16, G4 56-57

Data integrity is critical to both our clients and our company. Our clients rely on our data to make decisions and trust is the cornerstone of our more than 93 years of business success. Our policies and processes seek to ensure that Nielsen's data is accurate, reliable and useful. This is an end-to-end approach—from developing the method of inquiry, to choosing a representative sample, to collecting the data and reporting accurate insights. We have established standards for quality

reviews, auditing and problem resolution, both with our clients and through key industry collaborations.

For our Watch data, Nielsen has an ongoing relationship with the independent Media Rating Council (MRC). The MRC is an industry-funded organization formed in 1963 by the U.S. media industry in response to a series of congressional hearings on industry best practices. It has set standards in place to ensure the reliability, validity and effectiveness of audience measurement services. The MRC is led by an independent, full-

DATA INTEGRITY ENSURES RELIABLE, ACCURATE AND MEANINGFUL DATA *continued...*

time staff, while its membership consists of leading television, radio, print and Internet companies, as well as advertisers, advertising agencies and trade associations. Nielsen is proud to have a long-standing relationship with the MRC, as this commitment to independent measurement is a key to both Nielsen's business and to the MRC's broad role in the industry.

In line with its mission, the MRC establishes minimum standards for ratings operations, provides accreditation of rating services and audits the activities of the rating services through independent auditing firms. The main aspects of the service to which the standards (and compliance audits) apply include Sample Design and Selection, Data Collection, Processing, Reporting and Disclosures. The MRC oversees approximately 100 research product audits annually in digital, television, radio, print and out-of-home media for organizations, including Nielsen, that provide media ratings.

The MRC's annual external audits of Nielsen's accredited rating services (as well as audits of services seeking first-time accreditation) are performed by an independent certified public accounting (CPA) firm, which has a dedicated team that exclusively audits media research services. MRC audits serve many important functions, including determining whether a rating service merits accreditation (or continued accreditation) and providing the MRC and its members, many of whom are Nielsen clients, with the results of detailed examinations. This not only provides a high degree of transparency to the industry, it also serves as the basis for quality improvements in both our services and in the overall industry. One example of this is the MRC Client Engineering committee, a group of representatives from Nielsen, the MRC and our clients who meet periodically through this cross-organizational group to share progress and dive into the technical aspects of Nielsen products and client needs.

Throughout the process of introducing new products for audit, independent CPA firms regularly audit the methodology and data sources utilized. This process and the resulting feedback loop leads to improvements in the product and creates a more robust user experience for our clients.

Day to day, when customer issues arise, we implement various "checks and balances" systems that allow various teams across Nielsen to cross-check our data to ensure its quality. Some of these systems include:

- Weekly "hot spot" reviews to monitor emerging customer concerns and to set timetables for addressing them.
- Root cause analyses to resolve any real or perceived discrepancies in the data with clients.
- Audits (conducted by both our internal teams and a third party).
- Our Data Science Board, a team of highly-experienced executives, which collaborates to review and respond to any concerns within 24 hours.

From time to time, Nielsen enhances existing controls and implements new compliance controls. For example, in late 2014 and into 2015, Nielsen introduced new techniques to detect outliers, illogical panelist behaviors and relationships between panelists and media personnel. These help to ensure that the quality of data received from all participants in Nielsen panels (TV homes, audio meter wearers, etc.) is accurate and unbiased.

ENSURING INFORMATION SECURITY AT NIELSEN

G4 15-16

Nielsen is committed to protecting the security of all employee, client and consumer information. Our Information Security program is grounded in internationally recognized data protection principles and we use a variety of security technologies and procedures to protect client and consumer information.

The Information Security team at Nielsen is dedicated to information protection for Nielsen globally. This team reports through the Chief Information Officer who reports directly to the Chief Technology Officer. This team is also supported by a group of globally dispersed information security professionals, all of whom are industry-certified.

The strategy for the delivery of information security services revolves around the following four key areas: Policy & Governance, Awareness, Risk Management and Incident Management.

Policy and Governance: Nielsen uses a principle based approach to deliver specific control areas within the Nielsen Information Security Policy. This policy defines the minimum set of controls that are necessary to uphold the company's reputation and protect our information. The policy is based on several authoritative sources including industry standard frameworks and regulatory requirements, including the EU Privacy Acts, HIPAA, COBIT 5 and federal data protection regulations in multiple countries.

Controls within the policy are tiered to ensure that appropriate protection is provided for each classification of information. The Nielsen Information Security Policy serves as the foundation for the Nielsen IT Controls Audit Framework, which is managed by Nielsen's Corporate Audit Staff.

Awareness: Information security awareness starts with the Nielsen Code of Conduct, which sets expectations for employees to protect confidential information, defines examples of confidential information and stresses the prevention of unauthorized disclosure. The Code of Conduct links directly to the Nielsen Information Security Policy. Employees are required to certify to the Code of Conduct within a month of starting employment and then every other year of employment.

Commencing in 2015, Nielsen Information Security implemented an online Information Security and Privacy training module, which will be required training for all employees and has been translated into 20 languages.

Additionally, Nielsen Information Security manages user awareness with a campaign approach that is a continual process throughout each year. Topics include:

- Guiding principles of information security
- Confidentiality and integrity responsibilities
- Data handling based on classification
- Theft prevention (physical, facility, laptop, clean desk policy, printing, shredding, etc.)
- Unauthorized access: user ID protection and password requirements
- Appropriate and inappropriate use of technology (storage of data, use of VPN, software installations and licensing, use of portable media, inappropriate use, etc.)
- Disposal of information
- Copyright protection
- Recognizing and reporting a security incident

Employees who handle or have access to specific types of information within the organization are also provided with tailored communications or training.

ENSURING INFORMATION SECURITY AT NIELSEN *continued...*

Risk Management: Nielsen Information Security utilizes the ISACA (formerly called the Information Systems Audit and Control Association) risk management framework with a focus on identifying information security risks throughout business streams, educating the business owners of the risks and providing consultation on mitigation options. Risk assessments are completed in a matrix approach that covers:

- Selected controls across a specific service, product or business process;
- Individual controls at a global level; and
- Individual or selected controls across specific regions or technologies.

Contracts: In coordination with Legal, Nielsen Information Security regularly reviews and provides recommended information security language for client and third-party contracts to include: 1) specific security control requirements where applicable; 2) specialized reporting and response procedures in the event of an incident; 3) self-certification procedures; and 4) right-to-audit definitions. Suppliers who operate the largest co-shared data centers on Nielsen's behalf are required to adhere to ISO27001 standards, covering physical controls, environmental safeguards and the security of supporting information technology (IT) services and telecommunications connectivity.

New Product Introduction: Nielsen Information Security is integrated with the New Product Introduction (NPI) process. NPI is a multi-phase process that defines Nielsen's global product development framework. During this process, Nielsen Information Security is engaged at various tollgates to identify risks based on the progress of the project. Where there is a requirement for mitigation, Nielsen Information Security provides consultation to the project teams and business owners.

Cyber Threat Detection: Nielsen Information Security has developed a Vulnerability Assessment and Penetration Testing program that includes:

- Vulnerability assessments of key systems based on a risk-based prioritization. These assessments follow a perpetual schedule until the retirement of the system.
- Annual penetration tests completed on key platforms based on a risk-based prioritization with immediate remediation of critical and high-priority items.

Acquisitions: Nielsen Information Security engages with acquired companies and the acquisition integration teams to ensure that the integration of their technologies and processes adhere to the Nielsen Information Security Policy (NISP). In the case of joint venture (JV) partners, we work with the JV to develop an internal information security program based on our model and utilizing our policies, practices and procedures wherever possible.

Incident Management: Nielsen Information Security has developed a robust security incident management process to respond to information security incidents, as well as corporate Code of Conduct violations, globally. This process includes triage, investigation, evidence collection and storage, root cause analysis and incident resolution with executive reporting.

Security investigations cover a broad range of *allegations*. Whenever such allegations are suspected, Nielsen Information Security fully investigates claims in conjunction with Legal, Human Resources and/or local business leaders. Appropriate actions are taken if the allegations are validated. In addition, Nielsen maintains an executive Cybersecurity Incident Response plan that details the response framework, executive decision-making roles, prioritization and escalation of defined events, supporting procedures and response management.

ENSURING INFORMATION SECURITY AT NIELSEN *continued...*

In the event of a potential privacy breach, Nielsen Information Security will assess the incident and provide the assessment to Nielsen Legal, who will determine whether the breach requires notification to the affected party or parties, and any

other required notifications. If notification is appropriate or required, the Nielsen executive team will determine the level of additional services which may be appropriate.

PRIVACY BY DESIGN HELPS ENSURE RESPONSIBLE STEWARDSHIP

Nielsen considers privacy and data protection as critical issues for the measurement and ad tech industries and has established a cross-functional global privacy organization headed by a Chief Privacy Officer. This includes a dedicated legal team and privacy representatives embedded in various parts of the business. Our approach to privacy centers on minimizing the amount of personal data that we collect and using non-identifiable data tied to a device rather than an individual wherever possible. 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 their development stage.

Training is mandatory for all employees to support privacy best practices globally. We maintain extensive privacy notices on 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 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. Further, eXelate is a member of the Digital Advertising Alliance and the Network Advertising Initiative, and adheres to the privacy codes of conduct of both organizations (applicable to online advertising enablement, which the rest of Nielsen does not perform).

Our global privacy and data use policy is supported by an implementation guide tailored to various business units, as well as by advanced training for specific regions and job roles.

Our international data transfers are based on internal data transfer agreements that, where relevant, include so-called EU "Model Contracts." We are actively readying the company for compliance with the new EU General Data Protection Regulation and will be compliant prior to the effective date in 2018. We are tracking developing legislation in the U.S., Brazil, Turkey and elsewhere as well.

PRIVACY BY DESIGN HELPS ENSURE RESPONSIBLE STEWARDSHIP *continued...*

Nielsen seeks to be a leader in the industry by promoting responsible stewardship and good practices across the ecosystem. We are active, participating members of the Center for Democracy and Technology, the Centre for Information Policy Leadership, the Future of Privacy Forum, the Interactive Advertising Bureau and the Information Technology Industry Council. We also work with the U.S. Chamber of Commerce and industry groups in Europe such as ESOMAR, FEDMA and the Business Software Alliance. Further, we maintain a membership in the International Association of Privacy Professionals, and regularly provide thought leadership in the form of speakers and articles for their conferences and publications.

To foster greater transparency about our data collection and use practices for the general public, Nielsen has partnered with the Council of Better Business Bureaus (BBB) to develop a consumer education website known as “Digital IQ” where newly online populations can learn more about how the Internet works and how to safely navigate the online experience. We are actively working to promote the Digital IQ site, and we will continue to support future releases by donating our focus group services to perform a qualitative website usability analysis for the BBB.

We not only comply with existing laws, but continue to move our privacy program forward toward a higher state of maturity and institutionalization.

MEASURING SOCIAL IMPACT AND OUTCOMES FOR CLIENTS

G4-16

Given the direct and indirect impact that Nielsen data and insights have on thousands of businesses and billions of consumers, we recognize the importance of our core business as our foremost social responsibility. We seek to identify shared value opportunities with our clients who work to improve the lives of consumers around the world.

Nielsen’s global Public Development and Sustainability (PD&S) organization and our Nielsen Consumer Insights

team, among others, connect our clients with products across Nielsen to help them drive their social impact through measurement and insights for faster and smarter decision-making. These commercial clients range from corporate social responsibility and sustainability departments to governments, foundations and nonprofit organizations. Helping our clients maximize the return on their brands and allocate their social investments more efficiently and effectively enables them to develop sustainable solutions that help care for their markets, communities and consumers for the long-term. Here are some examples:

MEASURING SOCIAL IMPACT AND OUTCOMES FOR CLIENTS *continued...*

HEALTH CARE

- For a global pharmaceutical company, Nielsen’s Consumer Insights team conducted a multinational study to understand the challenges that women with advanced breast cancer face. Among the 1,273 women aged 21 years or older in 12 countries who have been diagnosed with metastatic breast cancer, we found that 63% of women said they “often feel like no one understands what they are going through.” The results were then shared in educational forums and in the media, enhancing awareness of breast cancer patients’ experiences.
- The University of Texas Medical Branch – Galveston works with Nielsen to monitor and identify health problems among aging Mexican Americans. Funded by the National Institute on Aging, the study has been ongoing since 1993 and is the largest epidemiologic study of the health of aging Mexican American people. Longitudinal face-to-face surveys are conducted in five southwestern states (Texas, New Mexico, Colorado, Arizona and California). In 2016, the research will be extended to caregivers for greater insight into healthcare conditions and needs.

POVERTY

- For a government client, Nielsen conducted a census of key textile trade workers in rural areas—specifically hand-loomers, a group of citizens living below the poverty level without access to government programs and benefits. The census we conducted helped identify not only who and where these weavers were, but also their needs. The outcome of our work provided over 2.5 million family members with an official identity for the first time, giving them access to health and welfare benefits never before available.
- In Delhi, India, 50% of the population lives in slums, with a huge number of unemployed youth. Nielsen—

in association with a large private sector company in India— undertook a project to improve the livelihoods of unemployed youth in one selected slum in Delhi. We conducted a baseline survey and study to identify vocational options for the youth, as well as associated training. As a result, all of the selected youth group from the Delhi slum were trained and employed across local retail and restaurant chains.

- 4.8 million European youth (18–25) are unemployed. Collaborating with a large global manufacturer, Nielsen worked to improve employee recruitment potential and establish employment opportunities with over 200 companies. With this initiative, we developed a Readiness-for-Work toolkit, which is being implemented in a variety of organizations to support scholastic curriculum vitae (CV) clinics and interview coaching. We also conducted two surveys that assessed the opinions of young Europeans on unemployment in Europe and evaluated employers’ view of internship programs. As a result, we were able to better understand the needs of unemployed European youth and employers, in order to better bridge the skillset gap and helped to decrease unemployment in Spain and Portugal by employing youth as interns.

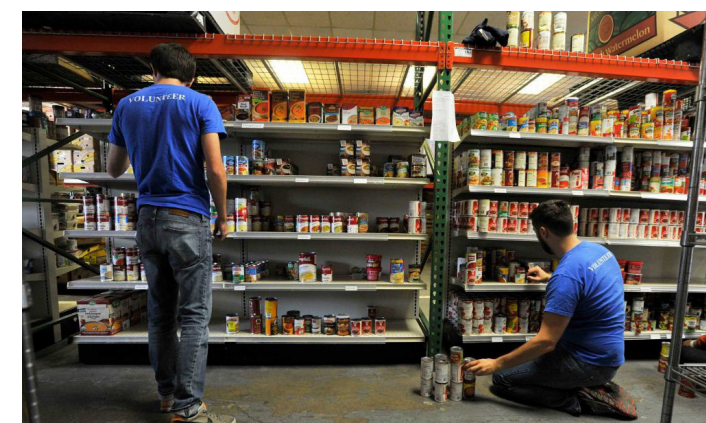


Photo: Michael Cummo/Hearst Connecticut Media for Stamford Advocate

MEASURING SOCIAL IMPACT AND OUTCOMES FOR CLIENTS *continued...*

- In addition to pro bono work through Nielsen Cares, Feeding America works with Harris Poll, acquired by Nielsen in 2014, to survey self-reported charitable givers across the country. The study seeks to understand how these individuals perceive the domestic hunger issue, as well as their feelings about the Feeding America Nationwide Network of Food Banks, particularly in comparison to other organizations in the human services sector. This ongoing study has helped the nonprofit to identify differentiating strengths in its brand equity and improve its communications effectiveness.



ACCESS TO EDUCATION

- With an increasing demand for secondary and senior secondary education (a complete high school education), Nielsen partnered with a large global non-governmental organization to explore the possible expansion of the public-private partnership (PPP) model in rural areas of India. Our team reached out to nearly 1,400 private schools and insights showed that 55% of urban schools were willing to set up schools in rural areas to provide access to secondary education. Under the PPP model, the Indian government established approximately 2,500 schools by the end of 2015 with each school accommodating 600 students. As a result, 1.5 million children in rural areas have access to secondary education.
- New America is a U.S.-based non-partisan think tank that focuses on a broad range of policy issues, including national security, gender equality, the economy and education. The Harris Poll conducted an online survey for New America to examine the factors students consider when searching for the right college. The results showed how financial perceptions and limitations impacted college choices.
- For a [Social Change Impact Report](#), Walden University commissioned the Harris Poll to survey more than 9,000 adults in Brazil, Canada, China, Germany, India, Jordan, Mexico and the U.S. to compose a detailed picture of the state of social change engagement around the world. Topics covered were beliefs about social change, issues change agents care about, motivations behind their engagement and actions they are taking to further social change, as well as the tools they use.

OUR PEOPLE



OUR APPROACH

DMA, G4-LA1, G4-LA9, G4-LA10, G4-LA12, G4 1-15

Founded on the principles of integrity, honesty, fairness, respect and reliability, Nielsen is a place where employees can be themselves, make a difference and grow with us.

By fostering an environment of creativity, open-mindedness and fresh thinking from diverse perspectives, we shape future business leaders through exceptional training, development and mentoring programs. At Nielsen, we know that we are most successful when our associates can create their own experiences.



THE THREE TENETS OF OUR NIELSEN EMPLOYEE EXPERIENCE

- **You can be yourself:** Our associates closely reflect the consumers and markets that we measure every day. We are guided by our values and diverse perspectives—new ideas are not only embraced, but encouraged. Nielsen supports an environment where associates can operate at their best.
- **You can make a difference:** Through the work that we do at Nielsen, we can make an impact on our clients, teams, colleagues and community. This concept embraces the innovation, entrepreneurial spirit and commitment to serving our clients and communities that have driven our business forward for over 90 years.
- **You can grow with us:** When our associates grow, Nielsen grows. We encourage associates to grow their careers and develop as individuals, as part of a team and as leaders. We support our associates' aspirations, while recognizing that growth means different things to different people at different times.

We are proud of our competitive benefits and salary offerings. We respect and adhere to the local laws that govern the workplace and the rights of all our employees around the world.

Nielsen actively recruits associates at universities, identifying high-potential candidates through internships and outreach. This is part of our overall effort to be an employer of choice and an “academy company,” an organization that our current and future associates recognize as a place to both start their careers and grow as leaders.

In many parts of the world, our on-campus presence is enhanced by innovative business case competitions giving students invaluable opportunities to work with our data and simulate the work we do in providing analysis, insights and advice to our clients. Our leaders provide pro bono support to universities and students through lecturing, workshops and coaching engagements. In Europe, Nielsen is an active partner in [Alliance for Youth](#), an inspirational movement to promote the employability and employment opportunities for young people.

In leadership development, we invest heavily in the identification, assessment, development and movement of our top talent. Our leadership forums at both the global level (Global Leadership Program and Nielsen Leadership Forum) and the regional level (Regional Leadership Forums) find innovative ways to link business strategy to the skills and behaviors required to lead, through full use of senior in-house and external faculty, including partnerships with some of the best research institutions in the world. In each of these programs we make sure to bring an outside perspective in, listening to the voice of our clients. We invest in helping our leaders understand their strengths and development needs, encouraging each individual to build and execute a plan for personal growth.

A further example of how we develop leaders within Nielsen is through our Emerging Leaders Program (ELP), an unparalleled

OUR APPROACH *continued...*

experience for high-potential, early-career talent. These programs are focused on driving the convergence of data, processes, tools and people while delivering cost leadership. Numerous career paths within the program are available: Finance, Human Resources, Consumer Analytics, Production Leadership and Operations & Technology. Candidates assume roles of increasing responsibility that focus on vital business processes, client engagement and people leadership skills. These assignments provide challenging on-the-job learning and development opportunities. Some programs provide the opportunity for rotating across countries and regions to foster broader cultural awareness and a global mindset.

We evaluate employee satisfaction across a broad range of criteria through our biannual [Nielsen Voice survey](#).



THE NIELSEN CULTURE

The hallmark of our culture is its vitality, guided by our core values of being simple, open and integrated. Three prominent aspects of our culture today are “center-edge” balance, diversity and inclusion and citizenship.

Center-Edge Balance: In large companies, the natural tendency is for decision-making power to gravitate toward and accumulate at the center. But that is the opposite of what is

needed in a world of growing complexity and speed. To counter this tendency, we continuously work to shift the balance back—away from the center and toward the edge of our company—closer to the market, closer to our clients, closer to where the action is. The result is that our teams are faster, more innovative and more energized. One way that we encourage this balance and connectedness across Nielsen is through our internal social networking platform available to all associates around the world, Yammer. Associates can communicate with their teams and others across Nielsen through our “All Company” Yammer feed, as well as through Yammer pages for groups like our corporate social responsibility program, Nielsen Cares, our ERGs and others.

Diversity and Inclusion: We operate with conviction that diversity and inclusion is crucial to our growth, strength and ability to innovate. Leveraging diversity in our teams leads to broader and fresher perspectives, more creativity and better decisions. Our data-based evidence validates this, showing that the more diverse our teams are, the better our business results.

Citizenship: We encourage our associates to leverage the platform of our company as they strive to make a difference not only for our clients and shareholders, but also in the lives of their families, their communities and the world. We believe fundamentally that a business needs to care for the markets and communities on which it relies for its business. This role of “citizenship” is one that our colleagues around the world enthusiastically embrace through a number of different functions.

One effort that highlights our positive culture in action is the launch of the Nielsen Global Support Fund in early 2016. The Nielsen Global Support Fund will offer financial grants to employees around the world who are affected by a qualified disaster or personal adversity and allows associates to voluntarily donate directly to fellow employees in need. The Emergency Assistance Foundation, a 501(c)(3), administers the fund and grant process.

OUR APPROACH *continued...*



LABOR PRACTICES AND DECENT WORK

Our associates represent the diverse consumers and markets that we measure every day. Cultivating this diversity and maintaining an inclusive work environment are crucial to the continued success of our business.

We create an environment where no individual is advantaged or disadvantaged because of their background. That is to say, we offer equal opportunities through employment to qualified individuals without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability status, age, marital status or protected veteran status.

With a strong commitment to maintaining a bias-free environment where harassment is prohibited, we respect cultural diversity and comply with the local laws of the countries in which we operate. We expect the same from our business partners and suppliers, our associates and our clients.

Please visit our [Content Index](#) for information about our labor practice grievance mechanisms.

Through their direct engagement efforts with Nielsen panelists, these associates are integral to our overall success. The most common health and safety issues for our field associates are slip-and-fall injuries and traffic accidents.

In the event of any type of worker injury, 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—any work-related injuries or illnesses that employees may experience. For record-keeping and loss prevention purposes, Nielsen maintains quarterly loss analysis data to document our commitment to safety. For our associates who drive as a function of their job at Nielsen, we provide a fleet safety manual and additional safety training and resources.

Additionally, for all Nielsen associates and offices, Nielsen maintains a set of emergency response guidelines to provide hour-by-hour instructions for how leaders should communicate and escalate emergencies or safety issues, along with full-time Nielsen executive escalation contacts. Nielsen also maintains workers' compensation training and other related resources.

HEALTH AND WELLNESS

Nielsen offers medical insurance benefits and wellness programs for its associates and we've also expanded our focus to promote total well-being and encourage engagement in activities such as exercise, healthy eating, stress management, resilience and volunteering. In addition to employees enrolled in a Nielsen medical plan, covered spouses and domestic partners can also earn annual premium discounts for healthy or improved weight (BMI or waist), blood pressure, cholesterol, glucose/A1c and for being tobacco-free (or completing a cessation program) through our voluntary Healthy Measures Program in the U.S.

Associates in the U.S. also have access to a program called "The Whole You." This is an online, interactive program that provides associates with self-assessments, tools, resources and guides to holistic wellness in areas like nutrition, exercise, stress management and work/life balance. This program reflects our promise to create a culture of health and give our employees and their families the tools and resources they need to live healthier lives. Nielsen also offers a "Whole You Walk-Off Challenge"

OUR APPROACH *continued...*

each year for associates in the U.S., Canada, New Zealand and Australia to provide incentives for associates who track 50,000-plus steps each week.

Regarding fitness programs, U.S. employees are eligible for a Get Healthy Rewards Program with reimbursement of out-of-pocket costs for fitness classes, gyms, bike-share programs or weight-reduction programs. Some onsite fitness equipment and classes are also offered throughout the U.S., like a regular onsite training session with a certified personal trainer offered through the Women in Nielsen (WIN) ERG. For health and nutrition, one-on-one and group coaching is offered in the U.S., along with incentives for the completion of programs.



Nielsen maintains formal health and safety committees in Italy, Venezuela, Ecuador and Colombia and we have assigned safety delegates in Sweden. In Canada, the U.S. and India, a network of volunteer Nielsen Wellness Ambassadors provide support at the local level, collaborating with their fellow employees to share information and best practices about how associates can take advantage of existing resources to further their health goals. With the support of the full-time Benefits staff, Wellness Ambassadors lead activities like:

- Assisting with the coordination of annual Healthy Measures screenings and/or flu shot clinics for their local offices;
- Promoting corporate health and wellness initiatives for their local offices; and
- Sponsoring local health-related events at least once a quarter.

TRAINING AND EDUCATION

The information services industry is a quickly changing environment, with new technologies and market shifts rapidly affecting Nielsen's client base. A large and growing number of companies around the world rely on us for their consumer information needs because we strive to drive positive outcomes and value for their business. By focusing on the learning and development needs of our associates, we are better equipped to respond to and anticipate these client needs.

Nielsen's Talent Engagement and Development team enables identification, engagement and development of our talent globally to drive better business outcomes. As part of our overall strategy to attract, engage, grow, reward and recognize our associates, this global team focuses on:

- Proactively identifying our associates' skills, ensuring the right people are in the right roles to support career growth and Nielsen's success;
- Helping associates transition to new roles to achieve a global streamlined onboarding process;
- Engaging in ongoing conversations to provide associates with the learning tools and resources that will have the greatest impact;
- Enabling associates to develop based on their interests and own their growth, both in their current role and beyond;
- Investing in our managers and leaders, equipping and empowering them to lead and shape our business.

As Nielsen becomes an even more globally connected company with technology as a key learning enabler, we strive to further connect learning to the Nielsen Employee Experience and make it easier for our associates to find out about learning opportunities.

To drive a culture of learning, we have focused on the 70:20:10 learning and development framework, which gives guidance about how we most effectively learn the skills we need to do our jobs. This framework proposes that 70% of learning and development comes through on-the-job experience, 20% from social learning through networking and more informal conversations and social interaction and 10% from formal courses and programs. With this framework as a guide, we

OUR APPROACH *continued...*

recognize the importance of driving informal learning alongside formal learning, ensuring that our associates' development doesn't stop after the course ends. To that end, we are focused on providing tools to drive collaboration and enable the application of formal and informal learning on the job.

With all of this in mind, Nielsen encourages employees to embrace our culture of ongoing, continual learning. We offer employees instructor-led classroom training, outside educational opportunities and, more recently, an increasing range of e-learning options through our myLearning Network platform—a powerful learning management system that makes cutting-edge learning technology in relevant course areas available to associates across all functional areas. Training through the myLearning Network covers key topics like Core Nielsen, Client Excellence, Digital Enablement, Global Business Services, Manager Excellence and Client Training. Additionally, our myLearning Network curricula offer augmented access to training content provided by respected third-party content providers like Harvard Business School Publishing's Harvard ManageMentor and Lynda.com.

Mandatory training in key areas like data privacy and security ensures that all employees comply with the law, understand their ethical obligations, uphold employee and client rights and preserve Nielsen's commitments to diversity and client satisfaction. Our "onboarding" training for all new employees also includes these elements.

These training opportunities are open to all associates and are also complemented by training offerings for specific subsets of our employees. One example of this specialized training approach is our six-week training course in our Field Training School in Tampa, Florida for new field representatives joining the U.S. field team. This training is part of our dedication to ensuring that all new field representatives fully understand our business before going out into their communities. In terms of career development post-training, almost all of our field manager hires are internal promotions of associates who began as entry-level field or membership representatives.

In 2015, the average hours of training per associate was 23.4 hours, split between an average of 4.8 hours of e-learning and 18.6 hours of instructor-led training. (These numbers only include formal training hours that are captured in our Learning Management System; it does not include informal training or workshops, "self-study" learning activities, lunch and learns or more informal on-the-job training.) In terms of e-learning, this represents a substantial increase from 1.4 hours per person in 2014. In order to further our associates' training and development, we aim to increase our average training hours by 15% in 2016 to 26.9 hours per associate, up from 23.4 hours in 2015. Going forward, we strive to meet the industry average of 32.4 hours per associate, according to the [Association for Talent Development \(ATD\) 2015 State of the Industry Report](#). We plan to continue to leverage our external partnerships to extend our offerings, drive more self-directed learning and to develop consistent global training opportunities with virtual and in-person options where most appropriate.

DIVERSITY AND EQUAL OPPORTUNITY

We know that diversity and inclusion are crucial to our growth, strength and ability to innovate. The talents and ideas of people of different backgrounds, experiences and perspectives ensure Nielsen remains an employer and business partner of choice and fuels the innovation we need to drive value for our clients. Our data-based evidence validates this, showing that the more diverse our teams are, the better our business results. We see this as a critical competitive advantage in both the workplace and the marketplace.

One program that we have implemented to support our diverse workforce is the Diverse Leadership Network (DLN), an 18-month "mini-MBA" program focused on cross-cultural coaching, executive networking, course curriculum, faculty workshops and case studies. This program has allowed for increased exposure to leadership and accelerated advancement for high-potential diverse talent.

We have a dedicated Chief Diversity Officer to ensure that we maintain a culture that embraces diversity and inclusion on a

OUR APPROACH *continued...*

global scale. In 2016, Nielsen advanced the position of Chief Diversity Officer to be a stand-alone position on the Nielsen Global Leadership team, reporting directly to our CEO.

Details about our commitments can be found in our ["Diversity at Nielsen"](#) section in the Our Company chapter.

TALENT ACQUISITION

Nielsen's global Talent Acquisition team ensures a holistic approach to talent attraction around the world. As part of this global effort, we have created an internal portal to provide better access and transparency for our existing associates regarding open positions at Nielsen globally. To that end, in 2015, 28% of open positions were filled by internal candidates.

To further enable our strategy for attracting and retaining top talent around the globe, we plan to promote greater diversity and inclusion through ongoing unconscious bias training for all employees and require diverse interview slates for all open positions in North America. We also plan to establish more partnerships going forward with organizations that promote career opportunities for diverse talent. This holistic effort to improve the experience for all candidates applying to Nielsen is focused internally as well as externally. To that end, we plan to continue to drive greater internal opportunity creation and movement through internal talent profiles and be more proactive in matching internal talent to open roles to allow associates to grow their careers with Nielsen.

In 2015, the rate of new employee hires was 25%, with approximately 50% female representation in this group.

Our total turnover rate was up by just 1 percentage point from 2014 to 2015.

Finally, we are committed to the increased use of people analytics to make Nielsen's employee experience even stronger and to further establish our talent strategy for the future. For more information about our People Analytics team at Nielsen, please visit our [People Analytics](#) section.

NIELSEN ALUMNI

Through our [Nielsen Alumni Network](#), we welcome the opportunity to connect, share and hear from our thousands of alumni, many of whom are leading and driving success for a wide variety of companies around the world.

The Nielsen Alumni Network is a global community and central hub for Nielsen alumni to connect with each other and with Nielsen. Through the online network and in-person events, alumni are able to build relationships, acquire key industry knowledge, discover exciting career and professional development opportunities and make an impact in their communities. In 2015, as we prepared to launch the Nielsen Alumni Network, we held a number of global gatherings for former associates in Brazil, China, the U.S. and beyond.

In 2016, we are eager to broaden participation in the Alumni Network. We firmly believe that once you work at Nielsen, you'll always be part of the Nielsen family.



OUTPLACEMENT SERVICES

For certain associates who have left Nielsen in North America, we offer free outplacement services. This service is offered to all associates, regardless of their level, function or tenure with the organization. In 2015, 66% of associates who were eligible took advantage of this service, which helps its clients secure employment at a rate that is 61% faster than the national average. These services include access to career tools and resources, weekly personalized job leads, a dedicated career coach and personal branding support, including help with drafting a resume, cover letters and a LinkedIn profile.

PEOPLE ANALYTICS

G4-LA10

Nielsen's business is built on the principle that data makes better decision-making. That's why we have embraced People Analytics—using employee-related data (e.g., associate demographics, hiring rates, role changes, job openings, etc.) to optimize business outcomes.

Here are some of the areas where we are currently—and plan to continue—making an impact:

- **Strategic workforce planning:** This encompasses identifying what expertise is required in the future and reaching the right associates.
- **Voluntary attrition:** Every percentage point of voluntary attrition we bring down has potential cost avoidance to Nielsen of up to \$5 million. We are focused on hiring from the colleges and companies that are a good fit for us, building initiatives to engage associates in the first year, fast-tracking the internal movement of talent and building a predictive model to better forecast attrition risks and help us be more proactive in our retention efforts. We are also studying associates who “survive and thrive” to guide us on how to replicate that success.
- **Building diversity:** One of our foundational principles is to support diversity and inclusion. Based on our Data Science team's research, we know that having more women in leadership roles results in better business performance. This is a specific focus for us in 2016.
- **Engagement:** We are looking deeper into associate engagement to understand how it drives business performance and revenue growth.
- **Resource allocation:** This analysis will help us determine the best approach to effectively meet human resource needs by region.
- **Tools:** Our People Analytics team has launched a new data visualization tool to enable Human Resources and senior leaders to look at foundational metrics, quickly giving them global insights on metrics for 2015 and beyond such as:

- We hired nearly 11,000 new employees in 2015;
- Gender balance of almost 50/50 males and females in 2015. We plan to continue to focus on diversity and inclusion in 2016.

2015 ACHIEVEMENTS

- Established a People Analytics team and internal Community of Practitioners to more holistically collect, analyze and respond to associate data, especially employee retention and satisfaction. This community also serves as a base of practitioners to increase the use of data-driven decision-making throughout our regions and business units.
- Launched Global People Metrics on Spotfire, a visualization tool for our foundational metrics, which has received extremely positive feedback.
- Established trailing 12 months voluntary turnover and annualized forecasted turnover reports in Business Warehouse (BW), enabled through portal reporting. Previously, many Human Resources reports required IT support to get basic information. Now, Human Resources Business Partners can directly access foundational metrics, such as headcount, hiring and attrition, through improved internal tools like BW and Spotfire.
- Internally published our first-ever “Head Count Walk” in 2015 to allow global leaders to better understand the movement of Nielsen's talent over a period of time. This complete, end-to-end analysis is similar to a Finance “cost walk” that covers revenue and expenses; we are now doing the same thing for our people to show hiring and exits.
- Nielsen was ranked No. 22 on CEO Magazine's [Best Companies for Leaders list](#).

2016 PLAN: MOBILIZE GLOBAL STRATEGY

- Building a global Attrition Model to understand the impact of variables on attrition and identify the individuals who are most likely to leave.

PEOPLE ANALYTICS *continued...*

- Continuing to evolve our Attrition Cost Model to focus on cost avoidance by reducing 1 point in attrition.
- Capturing the exit survey data linked to our Enterprise Resource Planning systems for easy access and utilizing the data to study attrition.
- Investing in a Network Analysis/Surrogate study to identify how many colleagues an associate engages with on a day-to-day basis outside of his or her own individual team, because research studies have shown that higher engagement leads to better performance.
- Identifying the talent multipliers for the business—the leaders that consistently engage, direct and lead associates that become high-performing leaders. These leaders then go and take different roles in various parts of the company and do the same with new staff, hence making them “talent multipliers.”

LONG-TERM PLAN FOR PEOPLE ANALYTICS

- Improve our Strategic Workforce Planning to ensure that we have the right roles, people, skills and locations for all our associates.
- Increase employee engagement.
- Increase diversity in the workplace and measure its impact on revenue and profit.
- Reduce unwanted voluntary attrition through a predictive model based on a risk score.
- Study and improve the impact of learning and development strategy and programs on revenue and profit.

“CHECK-IN”: A NEW APPROACH TO PERFORMANCE REVIEWS

G4-LA11

In 2015, Nielsen announced a new, innovative approach to performance management: “Check-In.”

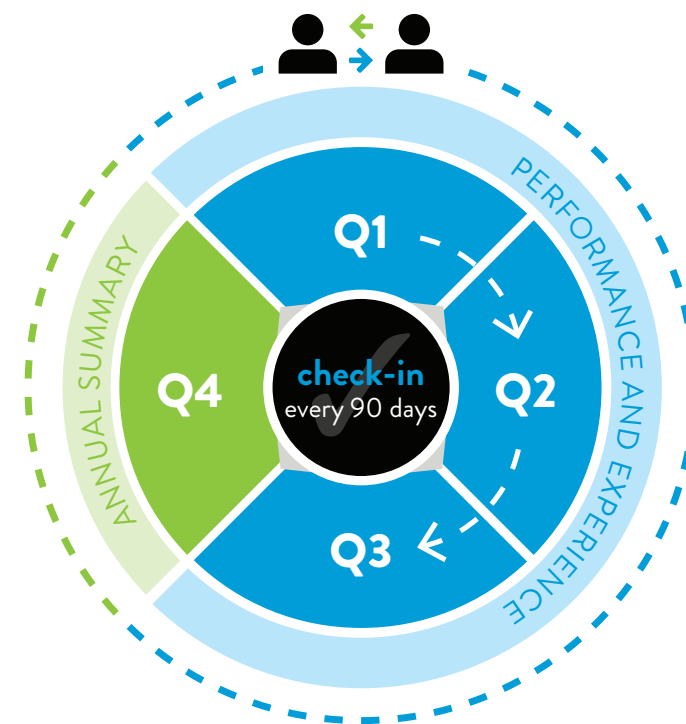
The new program reforms the performance review process from the traditional annual review to focus on ongoing feedback. Managers and associates are encouraged to check in with each other at least once every 90 days to share updates not only on job performance but also on career and skill development, future aspirations, work-life balance and any other issues that may be affecting job satisfaction. This change to a 90-day cycle also reflects our employees’ preference to receive more regular, informal feedback in real-time.

Checking-in at least once every 90 days helps our associates:

- Build stronger connections with their managers;
- Adjust priorities as business and client needs evolve to ensure that they are focused on the work with the greatest impact;
- Receive real-time feedback to continuously adapt, learn and grow; and
- Align their experiences to future career aspirations.

These check-in conversations are holistic discussions that cover both performance and experience at Nielsen so that associates can understand how their performance is viewed by their manager and how they can grow. These discussions are collaborative; the manager and associate are both accountable to provide feedback to each other.

MANAGERS AND ASSOCIATES SHARE RESPONSIBILITY



This new approach supports Nielsen’s culture of meritocracy, which rewards top performers and raises the bar for performance over time. This is also part of our commitment to be an academy company that provides employees—no matter the stage of their career—with opportunities to learn and grow through training, mentorship and overall development. A key

“CHECK-IN”: A NEW APPROACH TO PERFORMANCE REVIEWS *continued...*

characteristic of academy companies is their ability to attract, retain and motivate associates to deliver higher results and make a significant impact. This is achieved through Check-In with a focus on delivery of results, leadership development, career management and meritocracy. In order to reward our high-performers and provide all associates with the opportunity to learn and grow, more regular check-ins between associates and managers encourage rich performance discussions throughout the year.

This all connects to the heart of the Nielsen Employee Experience to provide the best possible environment for our associates to be themselves, make a difference and grow with Nielsen.

As of this publication—after the internal check-in system launched at the end of November 2015—70% of eligible employees have participated in the annual summary process.

OUR COMMUNITIES



OUR APPROACH

DMA, G4-EC8, G4-LA15, G4 15-16

Our global corporate social responsibility program, Nielsen Cares, mobilizes Nielsen's data, expertise and associates to positively impact the communities where we live and work around the world. Through Nielsen Cares, our associates leverage our insights, involvement and investment to make a difference on an ongoing basis throughout the year.

As a part of our annual commitment to [A Billion + Change](#) since 2012, Nielsen has pledged to deliver at least \$10 million each year through pro bono and in-kind contributions. In 2015, Nielsen donated \$10.5 million through skills-based

volunteering projects and in-kind giving to benefit nonprofits in our priority cause areas. This includes the donation of Nielsen data and insights, as well as the donation of our employees' time, skills and expertise. Our projects help nonprofits maximize their impact by building the capacity to improve their effectiveness and efficiency to achieve their missions. In 2015, more than 800 nonprofits around the world received volunteer support from our Nielsen Cares programs, either through skills-based volunteering and in-kind giving or through hands-on volunteering during Nielsen's annual global calls to action, such as Nielsen Global Impact Day (NGID) and Hunger Action Month.

NIelsen CARES: Our Global Impact

Connecting our skills and expertise to social challenges across our four priority cause areas:

HUNGER & NUTRITION

TECHNOLOGY

EDUCATION

DIVERSITY & INCLUSION

82% of Nielsen associates are proud of Nielsen's involvement in the community and social causes

95% of volunteers said that volunteerism is a core or positive part of their overall job satisfaction

nielsen is...

IN THE TOP 25%
of companies when it comes to individual skill development through volunteerism

IN THE TOP 25%
of all companies based on overall employee participation rate in our programs

INVOLVEMENT BY THE NUMBERS

22,000
associates

1,400+
projects

800
non-profits

90+
countries

Sources: Nielsen Voice employee survey and True Impact LLC, 2015, Nielsen Cares Volunteer ROI Tracker.

OUR APPROACH *continued...*

Beginning in 2015, all Nielsen associates now have 24 hours each year for Dedicated Volunteer Time. Together, more than 22,000 employees donated over 100,000 hours in 2014 and 2015 combined for nonprofits and causes where we can make a difference. Our programs are powered by our people, meaning our associates are encouraged to identify and lead projects that are important to them and that align with our strategy. [We work with global nonprofits](#) like World Food Programme (WFP) and Special Olympics throughout the year to mobilize our data for good and grow our global impact in our four priority cause areas:

Education: Just as Nielsen empowers its customers through information, individuals and communities are strengthened by knowledge. In our priority area of Education, we strive to enable the next generation of leaders to excel in the areas of reading, computer literacy and math. This directly connects to our core business because we rely on a workforce educated in STEM (Science, Technology, Engineering and Math) skills and we recognize the importance of promoting literacy and STEM skills in communities where we operate around the world. As one example of Nielsen volunteers in action, learn more about how [members of Nielsen's Diverse Leadership Network \(DLN\) led a STEM Education Outreach initiative](#) that reached more than 100 students in five cities: New York, Tampa, Chicago, Los Angeles and San Diego.

Hunger and Nutrition: We help nonprofits better understand food issues in order to increase global access to food, reduce food insecurity and improve nutrition. This directly connects with Nielsen's core business because we have global data related to food pricing and consumption that can provide nonprofits with the insights they need to drive more efficient and impactful programs. As one example, learn more about how Nielsen has [worked with Feeding America](#) to Map the Meal Gap since 2010 and how Nielsen data science expertise has positively [affected the World Food Programme's mobile data collection](#).

Diversity and Inclusion: We help to promote economic empowerment of multicultural communities by increasing awareness of diverse consumer demographics and driving career readiness for all. This directly aligns with Nielsen's core business because our connections to and empowerment of diverse communities are critical, both for our representative sampling and to the success of our clients. In our "Nielsen Data for Good" section, you can learn more about [Nielsen's commitment to support Special Olympics](#) by illustrating the purchasing power of people with intellectual disabilities. As another example, Nielsen has had a relationship with GLAAD since 2008 providing pro bono support through Nielsen Cares and our PRIDE Employee Resource Group. An example of this pro bono support is GLAAD's [2015 Accelerating Acceptance report](#), which includes Harris Poll data that measure attitudes toward LGBT Americans. This report was updated with new Harris Poll data [in 2016](#).

Technology: Everything we do is rooted in leveraging technology to make an impact. Nielsen knows how information technology can improve lives socially and economically and we recognize the importance of digital enablement as it relates to the growth of our business and in advancing important social causes. We want to expand technology access and understanding, enabling nonprofits to achieve their missions by tapping into Nielsen's technical expertise. As one example, learn more about how Nielsen's mobile survey expertise has [provided a platform for global factory workers](#).



THINK GLOBAL; ACT LOCAL

We maintain a global council of Nielsen Cares leaders, representing all regions and various functional areas across our company like Legal, Human Resources, Remote Worker Engagement, Communications, Operations and Technology. This network of regional and functional leaders mobilize teams in their areas to activate our global strategy at the local level. To do this, these leaders are supported by local Nielsen Cares office and volunteer leaders around the world. At least 121 distinct office sites have Nielsen Cares volunteer leader(s) in place. Part of their volunteer responsibility is to work with associates to identify engagement opportunities with local community organizations and nonprofits to develop projects that align with our CSR pillars and deliver on our promise to make a positive community impact. Beyond our traditional office locations, we have also made a concerted effort to support our remote workers and ensure that they have the opportunity to be involved in Nielsen Cares activities in their communities around the world. In addition to empowering leaders at the local, regional and functional level, we support a global group of Nielsen Cares Ambassadors. These associates volunteer to act as ongoing resources for other Nielsen associates and to engage their colleagues in Nielsen Cares activities.

In 2015, 22,000 Nielsen associates volunteered during the year, about 51% of our total employee population. To empower our associates to lead these efforts, we offer two virtual Nielsen Cares volunteer leader trainings as part of our CSR training program, one of which is focused on skills-based volunteering.

We recognize the importance of making a positive impact in all the communities where we live and work and we acknowledge

the particular opportunity to make a difference in communities where we have a large office or employee presence. In our largest facilities in Oldsmar, Florida, near Tampa, where we employ about 2,200 full-time associates, Nielsen Cares activities have included the following initiatives:

- We hosted employee volunteer recruitment events for nonprofits and education foundations like Junior Achievement and Pinellas Education Foundation.
- Nearly 1,000 college and high school students visited the facility for tours and product demos to learn how Nielsen conducts its global measurement services. Students also received STEM career education, job shadow and internship opportunities and access to local leaders to share career advice and best practices.
- Support is provided for scholarship students at Florida educational institutions.
- Employees participated in mentorship programs like Big Brothers Big Sisters and Next Generation Tech.
- Our associates engaged through multiple local advisory council and trustee board memberships.



MEASUREMENT

We measure the business and social benefits of our volunteer and community projects through ongoing surveys with employees and nonprofits, aimed at identifying the short- and long-term outcomes and impacts of our efforts.

We administer internal surveys to get employees' feedback after skills-based volunteering projects and Nielsen Cares leadership opportunities. We also administer an external benchmarking survey to all associates after our annual global day of service,

MEASUREMENT *continued...*

Nielsen Global Impact Day (NGID), in order to understand how employees' skill development and overall satisfaction has been affected by their engagement in NGID, as well as through volunteer engagements throughout the year.

According to this external benchmarking survey, True Impact, Nielsen ranked in the top 25% of companies in 2015 for individual skill development through volunteerism and in the top 25% of companies based on the overall employee participation rate in our programs. Based on our internal surveys of employees, 82% of Nielsen associates said that they are proud of Nielsen's involvement in the community and

social causes and 95% of Nielsen associates who volunteered in 2015 said that volunteerism is a core or positive part of their overall job satisfaction.

Externally, we survey nonprofits that receive our pro bono support to understand the impact of our work on their effectiveness and efficiency. We survey these nonprofits immediately post-project, three months after the project and again after six months to understand the short- and long-term outcomes and impacts of our pro bono efforts, as well as how we can improve our pro bono programs and services.

INDUSTRY PARTICIPATION

Nielsen is a founding member of the [Professional Services Sustainability Roundtable \(PSSR\)](#) as part of our ongoing membership with the Boston College Center for Corporate Citizenship (BCCCC). Nielsen is also a member of Points

of Light, including participation on its Leadership Faculty and [Corporate Service Council](#). In order to advance our commitment to the Sustainable Development Goals, Nielsen is also a member of the [Impact 2030](#) network.

GOALS

- By the end of 2020, we plan to mobilize our associates to volunteer at least 300,000 hours in the communities where we live and work around the world.
- By the end of 2020, we plan to donate at least \$50 million through pro bono projects that leverage skills-based volunteering and in-kind gifts of Nielsen data and services for nonprofits in our priority cause areas.

NIELSEN DATA FOR GOOD

G4-EC8, G4 15-16, G4-SO6

PUBLIC AND POLICYMAKERS

Nielsen deploys its data to help inform the public and policymakers. Nielsen strongly supports the public use of transparent data from the government, such as the Census Bureau's American Community Survey that provides the public with robust insights into U.S. demographics. Sharing insights with our clients and the public through our work with The Demand Institute, a non-advocacy, nonprofit organization jointly operated by Nielsen and The Conference Board.

Nielsen follows industry best practice and does not use corporate funds to make direct or indirect political contributions.

Nielsen's expertise in data collection and analysis is a valuable asset for policymakers and organizations in addressing social and economic issues. Key examples of Nielsen's Data for Good commitment include:

NIELSEN AND UNIVERSITIES: ADVANCING THE VALUE OF MARKET RESEARCH AND ANALYTICS

Over the decades, Nielsen has created important relationships with universities in a variety of ways.

Nielsen offers eligible academic institutions and academic researchers a variety of collaboration opportunities aligned with our unique competencies and the shared value inherent in advancing market research. These opportunities include assistance with curriculum design, support in the form of research and dissertation grants and intellectual property licensing.

Nielsen provides select data sets, research findings and online education about market analytics on a pro bono basis to academics and students as a way of sharing and advancing the latest information about consumers, as well as market research approaches and technology. We also engage with

with universities through case competitions, guest lectures, research collaborations, career exposure, office visits, academic internships and professional development workshops. Nielsen provides professional development to students through skills-building workshops held at universities across the country, focusing on helping students navigate their career search and succeed in the workplace.

Universities are also a critical source of top talent for Nielsen's Early Career Programs. This is an element of Nielsen's position as an academy company that seeks out new graduates with the opportunity to grow their careers with Nielsen. Students are often connected with Nielsen and learn about Nielsen's data, tools and capabilities before graduation through internships, educational sessions and mentorship opportunities.

To support retail and consumer purchasing behavior research, Nielsen donates disaggregated time series 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 Data and Retail Scanner Data to advance their research on topics relevant to marketing, economics, finance, policy and health, among others.

PROJECT 8

In 2015, the United Nations adopted a new global development agenda with an emphasis on good data as one of the keys to ending poverty, combatting climate change and reducing injustice and inequality. Recognizing the importance of good data to achieving and monitoring progress against these [17 Sustainable Development Goals](#) and the void of technology to support data collaboration in this space, Nielsen played a leading role in the creation of [Project 8](#), an online data collaboration platform that allows researchers across sectors to share, discover, analyze and discuss data related to human needs and sustainable development, and ultimately to help society prepare for a future world with eight billion people.

NIELSEN DATA FOR GOOD *continued...*

PROJECT 8

Project 8 was co-founded by The Demand Institute (a not-for-profit think tank jointly operated by The Conference Board and Nielsen) and the United Nations Foundation and in 2015 received additional support from the U.S. Department of State, Accenture and Salesforce.org. A prototype of the Project 8 platform, focused first on food security and agriculture data (Sustainable Development Goal #2—"Zero Hunger"), was released on the margins of the 2015 U.N. General Assembly meeting and is already being used by leading researchers across more than 40 global organizations discovering and collaborating across hundreds of millions of rows of data.

During 2015, Nielsen contributed substantially to the project through loaned executives and additional functional support across analytics, marketing, communications, legal and product development.



THE GLOBAL PARTNERSHIP ON SUSTAINABLE DEVELOPMENT DATA

Nielsen is a champion of the Global Partnership on Sustainable Development Data, a [global network](#) of governments, nongovernmental organizations (NGOs) and businesses working together to use data to address the world's sustainable development efforts. This initiative brings the resources of national governments, independent nonprofits and private companies to bear on the world's development data needs.

The Global Partnership presumes a fundamental problem at the heart of the efforts to eradicate extreme poverty—a problem of unreliable or nonexistent data and the lack of skills and willingness to use it. Whether for reasons of convenience, cost or corruption, important decisions about how money and resources are allocated to services helping the poorest people in the world's least developed countries are too often made based on data that is incomplete, inaccessible or simply inaccurate—from health to gender equality, human rights to economics and education to agriculture.

Nielsen also provides counsel and guidance to nonprofits and others through the commercial side of our business. See our ["Measuring Social Impact and Outcomes For Our Clients"](#) section for some examples.

CHANGING LIVES AND SOCIETY: GOOD WORLD SOLUTIONS

Nielsen has pledged \$10 million annually through its commitment to the [A Billion + Change](#) campaign to provide in-kind giving and pro bono support to make an uncommon impact with nonprofits around the globe.

[Good World Solutions](#) is leveraging Nielsen survey design expertise to improve the lives of factory workers. This is one example from among the more than 800 nonprofits [engaged by Nielsen volunteers in 2015](#) through skills-based and hands-on volunteering.

Since 2010, Good World Solutions' Laborlink platform has polled over 600,000 factory workers making clothing and electronics in 16 countries on every aspect of working conditions. The organization needed help designing standardized Index Survey questions in a way that would allow companies to compare worker opinion data across factories and countries, as well as study them over time to see whether conditions are really improving. It also needed to understand how to analyze and visualize data in a compelling way to highlight what actions need to be taken to improve worker well-being.

NIELSEN DATA FOR GOOD *continued...*

The Laborlink platform gives workers a free and anonymous channel through their own mobile phones to report on working conditions, opinions and needs in real time. The voice-based system does not require literacy and runs in any language.



Photo: Laborlink

Workers answer short, multiple-choice surveys with their touch-tone keypad and receive educational messages about their rights and local services. Surveys cover every aspect of working conditions—from child labor to fair wages, as well as access to financial services, health and nutrition, livelihoods and community needs.

To address these challenges, the organization turned to a team of Nielsen data scientists to provide pro bono assistance to build an enhanced set of best practices for designing Laborlink survey questions and to improve how the organization externally presents its survey methodology to partners, clients and others. The Nielsen team also recommended improved wording for the question-and-answer choices to ensure a cleaner design and maximum respondent comprehension, as well as comparability across surveys. They also provided guidance on field testing survey questions and making country-level adjustments when necessary.

By leveraging the disruptive power of mobile, Laborlink gives voice to the global workforce and delivers real-time data to multinational corporations so they can align sourcing practices with worker needs. It delivers actionable recommendations to decision-makers and companies have used the data to address sexual harassment, protect worker health and safety and improve worker housing.

Worker survey data is collected regularly throughout the year and analyzed to understand trends in workplace safety, job satisfaction and worker-management communication. In essence, Laborlink is applying data science for the first time to the question of how factory workplace conditions are changing and what can be done to accelerate positive change for the workers whose products we depend on every day.

QUANTIFYING THE MARKET POWER OF HOUSEHOLDS WITH INTELLECTUAL DISABILITIES

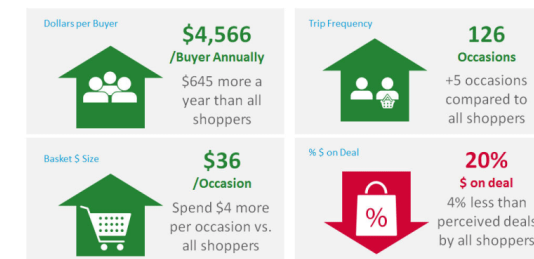
In October 2014, Nielsen entered into a [strategic alliance with Special Olympics Inc. \(SOI\)](#), the world's largest sports organization for people with intellectual disabilities. We are working with SOI to help the nonprofit organization better understand the influence of people with intellectual disabilities in our communities and the impact of its programs. As part of this alliance, Nielsen is helping SOI gain a deeper understanding of its athletes and the attitudes of the general population using data, measurement and analytics capabilities through a joint collaboration across three areas within Nielsen: [Nielsen Cares](#), [Public Development and Sustainability](#) and the [ADEPT Employee Resource Group](#).

This alliance builds on a relationship between Nielsen and Special Olympics that has grown through volunteer work since 2012. Today, in addition to the research and insights we're providing through the alliance, Nielsen associates continue to volunteer their time as coaches and provide on-site support for SOI events in their local communities.

NIELSEN DATA FOR GOOD *continued...*

HOUSEHOLDS WITH INTELLECTUAL DISABILITIES ARE VALUABLE SHOPPERS

Households with intellectual disabilities make more shopping trips annually and spend more per trip



Source: Nielsen Homescan Omnibus Survey, March/April 2015; 52 weeks ending 5/02/15.

Copyright © 2015 The Nielsen Company

In 2015, [Nielsen research](#) provided SOI with insights into the purchase behavior and consumer power of U.S. households and families with intellectual disabilities. The Nielsen Consumer and Shopper Analytics team found that 5.5% of U.S. households have a member with intellectual disabilities, representing \$31 billion in buying power annually.

The team also found that 7.1% of additional households have an immediate family member (parent or child) with intellectual disabilities who lives outside the household and they have \$35 billion in buying power. Combined, this group has \$66 billion in collective annual buying power, indicating that it is a robust



Photo: Special Olympics

and important group in the U.S. consumer market. By using this data, along with other insights Nielsen is providing to them, SOI will be better equipped to advance its mission to help every person with intellectual disabilities be their best and healthiest, as well as to reduce stigmas and change attitudes toward people with intellectual disabilities.

Looking ahead, Nielsen will continue to provide meaningful data and consumer insights to SOI and about consumers with intellectual disabilities in general. Unlocking insights about this group will help SOI to create and execute more successful programs to further its global mission.

OUR ENVIRONMENT



OUR APPROACH

DMA, G4-EN19, G4-EN23, G4-EN27, G4-EN32, G4-15, G4-18, G4-PR8, G4-SO9

Nielsen is committed to responsible environmental practices around the globe. We address our impact by improving our efficiency and conserving resources, using a multi-stakeholder approach to reduce our footprint and drive sustainable outcomes. We achieve these outcomes by:

- Working with internal business leaders across functions to understand the environmental impact of our business where we live, work and travel;
- Partnering with our clients and vendors to influence and drive long-term sustainable change and embed sustainability into the work that we do every day; and
- Driving a grassroots impact by leveraging our onsite volunteer Green Team leaders from around the globe to identify and launch initiatives that drive day-to-day impact across Nielsen offices.

Environmental programs are administered and governed by our Director of Sustainability in partnership with our volunteer Green Teams and other leaders across departments including Supplier Diversity, Vendor Management, Facilities and Sourcing. Launching in 2016, Nielsen will be using an external tool for global facility-based environmental data collection and reporting. This will include electricity used in our buildings, fuel for running heaters or generators, water consumption and landfill waste generation. The tool's database will eventually expand to include other waste, like recycling and e-waste, along with travel. More information about our overall efforts is available for review in [Nielsen Environmental Guidelines for Operations](#) and [Nielsen Environmental Programs and Policies](#).

As a professional services company, the main environmental impact of our operations is energy use in our office buildings and data centers. Based on our most recent [non-financial materiality assessment](#), which surveyed our internal and external stakeholders about the most significant issues affecting Nielsen, the top environmental issues that emerged

were energy, travel and waste (particularly e-waste and paper). Nielsen's energy use is both consumed at its company-owned offices and data centers and at shared and/or contracted facilities. Water use is not a material risk to Nielsen's direct operations; however, it is recognized as a societal issue that affects our employees around the world.



While these topics generally reflect the material environmental issues of other professional services firms, we recognize that the overall global impact of climate change creates an opportunity for Nielsen to expand our commitment to reduce our environmental footprint. In the coming years, we are committed to gathering more detailed environmental data about our global operations so we can better understand the company's impact. New data collection processes and tracking systems are being implemented as a result of our efforts to both respond to stakeholder feedback and to enhance our overall sustainability and transparency. For example, in 2016 we intend to [strengthen the environmental component of our new core supplier contracts](#) through our Vendor Management team.

GOALS



With that in mind, our goals in the area of Environmental Sustainability are to:

- Reduce global energy use per square foot of facility space by up to 5% by 2020.
- Ensure that virtually none of our global e-waste is sent to landfills by 2020.
- Upgrade our data center storage to energy-efficient all-flash by the end of 2018.

As mentioned, energy use is Nielsen's most significant environmental impact. This includes energy use categorized by the GHG Protocol as Scope 1 (heating excluding electricity; generator fuel consumption) and Scope 2 (electricity usage in owned and leased offices and in company-owned and -operated data centers).

For our energy reduction goal, we plan to set a baseline in 2016 based on 2015 use. The baseline will initially be focused on North America, with the intention to add geographies as our data scope expands. Challenges to this effort include decentralized records of energy use and limited reporting by utilities companies and landlords. For context, we plan to accurately report the scope of our data as represented by the percentage of Nielsen's total square footage. As we solidify our data, we may also note extrapolation of data as a way to establish our benchmark.

To report and achieve our goals, we intend to take the following actions in 2016:

- Implement a new EMS program to automate data collection through an external tool that is a Sustainability Accounting Standards Board (SASB) Enterprise Resource Platform Partner and is certified according to ISO 27001-ISO 207001;
- Establish a benchmark of energy usage to show yearly progress toward energy use reduction on an annual basis;
- Activate data collection processes in more operations across the globe to increase the scope and accuracy of our energy use and GHG carbon emissions reporting;
- Outline current and future initiatives designed to reduce energy consumption to meet our stated goals; and
- Negotiate new and renewed leases with landlords to include the contractual obligation to share data on energy, as well as waste and water usage as a way to continually increase our scope of reporting.



INITIATIVES

Within each of our material environmental issues--and other focus areas--our main internal initiatives include:

WASTE MANAGEMENT:

Promote strategies and programs to reduce landfill of all waste, particularly electronic waste (e-waste).

Repair Centers:

We encourage the reuse and repair of equipment, rather than buying new equipment. We maintain three repair centers in strategic global locations to service equipment and ensure that wherever feasible, old parts are reused for other purposes or to build new prototypes. For 2016, a key continued goal for all our repair centers is to extend the service lifecycle of our equipment and to further standardize our repair center model and cycle-time metrics.

- Our Philippines repair center services Asia, Africa, Greater China and our MENAP region. In 2015, 1,942 units were repaired or refurbished there. Only 40 units were found to be “beyond repair” in 2015 and were either kept at the repair center to use as parts or returned to their source. Of particular note in our Philippines Repair Center, our processed volume in 2015 increased by 72% compared to 2014.
- Our Americas repair center services both the North America and Latin America regions. There, 221,381 units were repaired or refurbished in 2015; 26,976 units were found to be “beyond repair” in 2015. Compared to 2014, our processed volume has increased by 35%.
- Out of our Italy repair center that services Europe, 143,922 units were repaired or refurbished in 2015. Only 170 units were found to be “beyond repair” in 2015 and were either kept at the repair center to use as parts or returned to their source. Since 2014, our processed volume has increased by 24%.
- Our India repair center, launched in early 2016, will serve the India region and all of its lines of business. This is part of our effort to reuse equipment instead of purchasing new equipment. The repair center will follow the same methodology as the other repair centers.

Electronic Waste:

Nielsen works with its third-party disposal partners to direct as much of our e-waste into recycling and refurbishment programs as possible, with a 2020 goal of sending virtually none of our e-waste to landfills. Currently, of the data being tracked, all of our e-waste such as desktop computers, laptops, keyboards, monitors and other office equipment are reused or refurbished for as long as possible before being recycled. Nielsen also donates refurbished technology to nonprofits and schools at no cost. During 2015, Nielsen donated 165 laptops in the U.S. to nonprofit organizations via TechSoup, a nonprofit that connects donors with nonprofits in need of updated technology.

Disposal and Destruction

Disposal and destruction of electronic equipment occurs using third-party vendors. Nielsen is an e-Stewards Enterprise committed to using e-Steward’s certified recyclers to safely, ethically and responsibly recycle our IT assets.

Nielsen works with sustainable e-waste vendors like CloudBlue to dispose of our electronic waste in safe and environmentally friendly ways. CloudBlue manages most of Nielsen hardware in North America and less than half of our hardware internationally. By recycling our electronic waste through CloudBlue, Nielsen has responsibly disposed of 46,568 kilograms of solid waste, the equivalent of the waste of 25 U.S. households in one year. Working with another e-waste recycling provider in Asia, SPW Enterprise IT, we safely disposed of 752 units and donated 52 additional units in 2015.

Security and E-Waste

The Nielsen Information Security Policy specifies disposal and destruction requirements that ensure the security of the information on various types of media. These requirements are defined by:

- Type of media or information asset;
- Classification of information contained on those assets; and
- Industry standard disposal or destruction techniques appropriate to the type of media (Nielsen policy aligns with the current National Institute of Standards and Technology, or NIST, requirements).

INITIATIVES *continued...*

Third-Party Vendor Requirements

- Vendors undergo a security risk assessment process to validate that they can meet Nielsen’s Information Security requirements;
- Vendors must provide certificates of disposal or destruction for assets;
- Vendors are contractually required to comply with requirements of the Nielsen Information Security Policy;
- Vendors are contractually required to abide by all regulations pertaining to appropriate disposal or destruction of assets in the specific city, country or region the service is provided;
- Vendors retained by Nielsen to assist in the transfer, disposal or sanitization of equipment or media must comply with the terms of our third-party vendor requirements in this area; and
- Nielsen’s Request for Proposals (RFPs) include a section on sustainability to evaluate our potential supplier’s commitment to the environment as part of our standard contract review.

Other Waste

Our comprehensive waste management programs make focused efforts to increase recycling and composting across Nielsen offices. Additionally, Nielsen has specific programs to reduce our paper waste, such as our global duplex, or double-sided, printing initiative. This initiative has shown a decrease of overall paper usage in North America by 5% since 2013, a reduction of over one million sheets of paper. Compared to 2014, according to Iron Mountain based on data calculated by Quantis, we reduced the amount of paper recycled in North America by 25.89 tons and 37,498.9 lbs of CO₂.

In 2014, our North America expense reporting process was moved online to avoid the use of paper receipts. A year in, more than half of all expenses in North America are processed online. We continue to focus on moving this process to zero paper usage.

ELECTRICITY/POWER MANAGEMENT

We promote better building energy performance through innovative strategies, like reducing the environmental footprint of [our data centers](#).

For new leases, we continue to drive focus on identifying more energy-efficient spaces such as those that use LED lighting.

MATERIALS AND RESOURCES

We encourage the use of sustainable building materials, such as the use of furniture and carpets made from recycled materials.

TRAVEL

We reduce our carbon emissions by focusing on ways to cut, optimize and offset our business travel. Nielsen leverages virtual meeting technology through teleconferencing in order to enable teams to meet virtually whenever possible. There has been a 9% reduction in travel and the associated carbon, between 2014 and 2015.

EDUCATION

We spread knowledge and awareness by educating colleagues and vendors on the urgent need for action in promoting environmental sustainability. We are continually rethinking our collaborative partnerships to ensure that we are all acting as efficiently as possible.

WATER MANAGEMENT

We promote smarter and more efficient use of water through controlled or reduced consumption.

INDOOR ENVIRONMENTAL QUALITY

We maintain productive workspaces for all employees, through better indoor air quality and unobstructed access to daylight. This commitment is part of every aspect of our offices, including using low or no volatile organic compound (VOC) cleaning supplies to ensure reduced concentrations of air pollutants everywhere we operate.

INITIATIVES *continued...*

PUBLIC RESEARCH

Nielsen conducts research for clients about environmental perceptions, issues and concerns. This information helps our clients more effectively develop products, services, partnerships and internal actions that consider environmental impact. An example of environment-related research from 2015

is our global report, [The Sustainability Imperative](#), a thought leadership piece that focuses on the sustainable behaviors adopted by consumers and how businesses can react strategically by offering more products aligned with positive social and environmental impacts.

2015 ENVIRONMENTAL DATA

Coverage for all data is explained within each section below for carbon emissions, electricity consumption, landfill waste generation and travel in 2015.

Data for Scope 1 and Scope 2 emissions along with electricity consumption have been verified by an external provider; the verification statement is included in the [Appendix](#).

CARBON EMISSIONS

Nielsen utilizes the Greenhouse Gas Protocol (GHG) to report its carbon impact. As previously discussed, data collection is in its early stages, expected to significantly change and expand in the coming years. In 2015, we are only reporting Scope 1 and 2 due to constraints in data collection. The scope and boundary of the data is explained below.

Scope 1 emissions are primarily from natural gas used to heat and cool Nielsen's operations. In 2015, Nielsen's scope 1 emissions totaled 1,940.00 CO₂e metric tonnes, representing 1,196,488 square feet. This represents data collected from select Nielsen facilities in North America, excluding Nielsen square footage that is subleased to others. This square footage represents 22% of Nielsen's total global square footage.

Scope 2 emissions primarily represent electricity use at Nielsen facilities. In 2015, Nielsen's scope 2 emissions totaled 30,927.30

CO₂e metric tonnes, representing 1,919,202 square feet. This square footage represents data collected from select Nielsen facilities in North America, excluding Nielsen square footage that is subleased to others. This represents 35% of Nielsen's total global square footage.

ELECTRICITY CONSUMPTION

In 2015, Nielsen's total electricity consumption was 83,503,092.43 kilowatt hours (KWH), representing 1,919,202 square feet. This square footage represents data collected from select Nielsen facilities in North America, excluding Nielsen square footage that is subleased to others. This represents 35% of Nielsen's total global square footage.

LANDFILL WASTE GENERATION

Nielsen's reported waste metric consists primarily of landfill waste, excluding composting and recycling. In locations where recycling/composting is not set up or separated, all waste is assumed to be landfill. In 2015, Nielsen's total waste was 74.74 short tons, representing 171,153 square feet. This square footage represents data collected from select Nielsen facilities in North America, excluding Nielsen square footage that is subleased to others. This represents 3% of Nielsen's total global square footage.

2015 ENVIRONMENTAL DATA *continued...*

TRAVEL

Nielsen's total mileage for business travel in 2015 was 92,547,364 miles with carbon emissions (in kg) of 16,658,525. This represents a decrease in total mileage from 2014 of

101,414,400 miles with carbon emissions (in kg) of 18,248,863. This travel data represents mileage data available through American Express, including all tools used by Nielsen employees to arrange business travel globally.

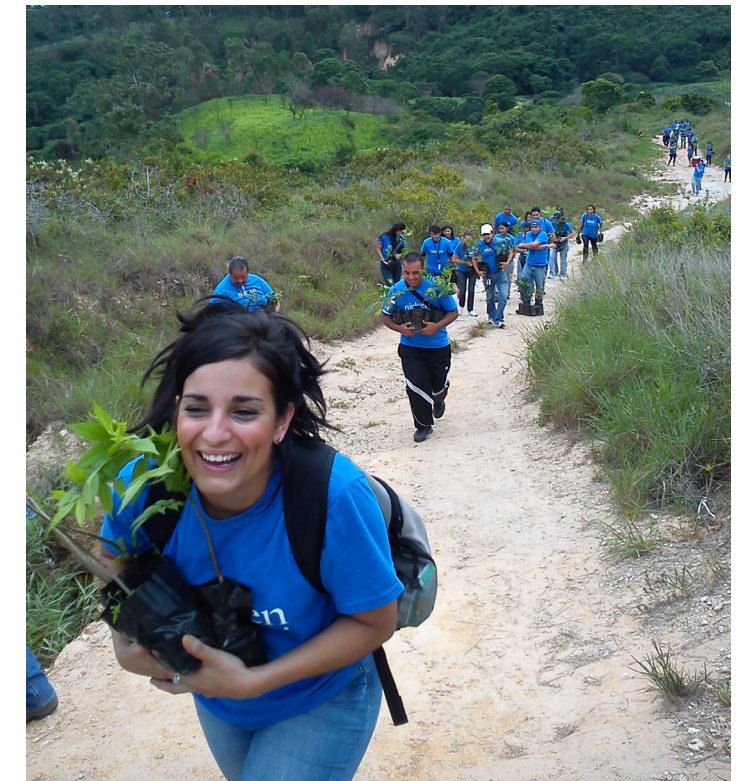
DATA CENTER UPDATES AND CONSOLIDATIONS YIELD GREEN RESULTS

G4-EN19

Data centers are one of the major sources of Nielsen's environmental impact due to their energy consumption. In 2015, we began a multi-year plan to upgrade data storage technology and consolidate operations—all with an eye on long-term performance improvements, emissions reductions and cost savings. Components of this initiative include:

Upgrade to all-flash storage

Compared to the traditionally bulky spinning disk storage, all-flash storage uses less power, has greater capacity in less floor space and requires less cooling. In 2015, Nielsen began the migration to all-flash storage in three primary U.S. data centers. For the systems migrated to all-flash storage, the benefits of the conversion were clear: 70% reduction in maintenance costs, 90% reduction in floor space requirements and 50% improvement in performance. Environmental benefits included an estimated 691,000 lbs. in avoided CO₂ emissions annually. These upgrades represent 10% of Nielsen's total data storage footprint and we aim to transform the rest of our global storage facilities over the next four years.



DATA CENTER UPDATES AND CONSOLIDATIONS YIELD GREEN RESULTS *continued...*

Facility consolidation

Acquisitions, aging technology, limited expansion space—these are just a few of the reasons why Nielsen strategically consolidates data centers around the world. In 2015, data centers in Vietnam, Thailand and the Philippines were consolidated into the Hong Kong regional center. This eliminated 73 servers, avoiding annual CO₂ emissions of almost 200,000 lbs.

Similarly, data centers in Argentina and Chile were moved to the Americas regional data center in the U.S., eliminating

63 servers and avoiding almost 400,000 lbs. of annual CO₂ emissions. Also in the U.S., the San Francisco data center consolidated, virtualized and moved to Lebanon, Ohio, eliminating over 100 servers and avoiding more than 1 million lbs. of CO₂ emissions annually.

Altogether, data center consolidation projects resulted in the avoidance of CO₂ emissions that are equivalent to taking more than 300 cars off the road for a year.

NIELSEN EMPLOYEES: 2015 ENVIRONMENTAL INITIATIVES

Nielsen Green Teams, led and organized by Nielsen employee volunteers, initiated both local and national programs around the world to cut waste, reduce resource usage and promote conservation. In 2015, some of these initiatives included:

- More than 30,000 employees participated in Earth Week in 2015, a week of sustainable activities to promote green awareness, impact and advocacy.
- In San Juan, Puerto Rico, an electric suppressor was installed in the office, reducing energy consumption and billing. Cost savings between November 2014 and November 2015 equaled \$43,213.16, with energy savings of 89,488 kilowatt hours (kwh).
- In Oldsmar, Florida, a “Haz-to-go E-cycling event” attracted 70 participants who delivered 5,300 pounds of waste for recycling.

- In Fond du Lac, Wisconsin, volunteers cleaned local walking/biking trails to raise awareness for environmental concerns.
- Offices in Costa Rica, El Salvador, Guatemala, Nicaragua, Honduras and Panamá have collaborated to move from paper cups to reusable cups.
- Battery recycling in Moscow and New York City, among other locations, focuses on managing the improper disposal of batteries by placing bins in the office to collect and dispose of them more efficiently.
- LED bulbs have made office and desk lighting more efficient in Lisbon and Moscow offices.
- A “Reuse Single-Side Print Campaign” in Malaysia focused on collecting all single-side printed paper for reuse in the office.
- A focus on sustainable janitorial services in San

NIELSEN EMPLOYEES: 2015 ENVIRONMENTAL INITIATIVES *continued...*

Francisco led the office to change vendors to ensure that only Green Seal-certified sustainable cleaning products are used in the office building.

- Water aerators in Sao Paulo were installed on all faucets of the bathrooms, reducing the water pressure and therefore saving water.
- The Cincinnati office has been given the designation of “Transit Friendly Destination” under the ‘[Green Umbrella](#),’ a group of nearly 250 governments and corporate and nonprofit organizations throughout Ohio, Kentucky and Indiana.

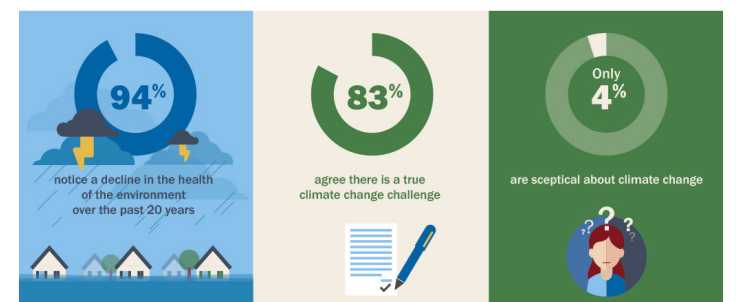


CLIMATE CHANGE RESEARCH: COP21

In 2015, representatives of 195 countries signed an historic agreement to address climate change by capping emissions and acting to keep the inherent temperature rise below 2 degrees Celsius. This agreement, which goes into effect in 2020, was known as the COP21. In conjunction with the COP21 conference, Nielsen worked on Scenario 2015, a survey of 6,000 young people between the ages of 18 and 29 in 12 countries around the world, giving them a chance to voice their opinions about climate and their job situations. The results were shared during COP21 in Paris. The research showed that young people tend to see climate change more as an opportunity (60%) rather than a threat (40%) for social and economic development. For example, nine out of 10 young people believe that job markets will transform due to climate change: a majority of them (83%) believes that these changes will lead to the creation of new jobs rather than the elimination of existing positions (59%). The Scenario 2015 project was carried out by Nomadeis, a sustainable development consulting firm, in conjunction with AXA and Nielsen, with

further support from Mazars and Saint-Gobain. It also received the COP21 label granted by the French Ministry of Ecology, Sustainable Development and Energy.

YOUNG PEOPLE: UNANIMOUSLY AWARE OF CLIMATE EMERGENCY



GRI G4 CONTENT INDEX

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G4-1	Statement from the most senior decision-maker of the organization.	Letter from our CEO, p. 2.
G4-2	Description of key impacts, risks and opportunities.	Our Company, Risk Management, p. 26.
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G4-3	Name of the organization.	Nielsen Holdings Inc.
G4-4	Primary brands, products and/or services.	Our Company, p. 12 2015 10-K, pp. 3-7.
G4-5	Location of organization's headquarters.	Our Company, p. 12 2015 10-K, p. 68.
G4-6	Number of countries where the organization operates and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Our Company, p. 12 2015 10-K, p. 21, 68.
G4-7	Nature of ownership and legal form.	Our Company, p. 12 2015 10-K, p. 68, 125.
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G4-11	Percentage of employees covered by collective bargaining agreements.	20%.
G4-12	Describe the organization's supply chain.	Our Company, Supply Chain.
G4-13	Significant changes during the reporting period regarding size, structure, or ownership.	Appendix.
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Our Company, Risk Management, p. 26. Consistent with the precautionary principle, we advocate a risk-based approach to our operations through our extensive management systems.
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or endorses.	MRC accreditation. Our Clients. Appendix.

Visit our [2015 10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

ORGANIZATIONAL PROFILE		
G4-16	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: Has positions in governance bodies; Participates in projects or committees; Provides substantive funding beyond routine membership dues; or Views membership as strategic.	Our Communities. Our Clients. Our People. Appendix.
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	List all entities included in the organization's consolidated financial statements or equivalent documents.	2015 10-K, Our Company.
G4-18	Process for defining report content.	Our Company, Strategy and Analysis.
G4-19	List all the material Aspects identified in the process for defining report content.	Our Company, Strategy and Analysis. Our Company, Materiality Assessment.
G4-20	For each material Aspect, report the Aspect Boundary within the organization.	Our Company.
G4-21	For each material Aspect, report the Aspect Boundary outside the organization.	Our Company.
G4-22	Report the effect of any restatements of information provided in previous reports and the reasons for such restatements.	None.
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	None.
STAKEHOLDER ENGAGEMENT		
G4-24	List of stakeholder groups engaged by the organization.	Our Company, Stakeholder Engagement. Appendix.
G4-25	Basis for identification and selection of stakeholders with whom to engage.	Our Company, p. 21, Our Clients, p. 34, Diversity at Nielsen, p. 28, Our Communities, p. 58.
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Our Company, Materiality Assessment. Our Company, Stakeholder Engagement. Our Clients. Our Communities.
G4-27	Key topics and concerns that have been raised through stakeholder engagement and how the organization has responded to those key topics and concerns, including through its reporting.	Our Company, Stakeholder Engagement. Our Company, Materiality Assessment. Our Clients, Ensuring Information Security at Nielsen. Our Company, Diversity at Nielsen.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

REPORT PROFILE		
G4-28	Reporting period (e.g., fiscal/calendar year) for information provided.	2015.
G4-29	Date of most recent previous report (if any).	None.
G4-30	Reporting cycle (annual, biennial, etc.)	Appendix.
G4-31	Contact point for questions regarding the report or its contents.	Appendix.
G4-32	Table identifying the location of the Standard Disclosures in the report.	GRI G4 Content Index.
G4-33	Policy and current practice with regard to seeking external assurance for the report.	Our Company, Strategy and Analysis.
GOVERNANCE		
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	Our Company, p. 16; 10-K. p. 125. Please also refer to Nielsen's 2015 Proxy Statement, (pp. 73-78). Any updates will be included in our 2016 Proxy Statement.
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Our Company, Governance.
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Our Company, Governance.
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Our Company, Governance.
G4-38	Report the composition of the highest governance body and its committees.	Our Company, Governance.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

GOVERNANCE		
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	Our Company, Governance.
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	Our Company, Governance.
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed.	Our Company, Governance.
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Our Company, Governance.
G4-45	Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	Our Company, Governance.
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	Our Company, Governance.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

GOVERNANCE		
G4-51	Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration: – Fixed pay and variable pay: – Performance-based pay – Equity-based pay – Bonuses – Deferred or vested shares – Sign-on bonuses or recruitment incentive payments – Termination payments – Clawbacks – Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives and all other employees. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	Please refer to Nielsen's 2015 Proxy Statement, (A-31 and A-36). Any updates will be included in our 2016 Proxy Statement.
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	Please refer to Nielsen's 2015 Proxy Statement, (A-31 and A-36). Any updates will be included in our 2016 Proxy Statement.
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Please refer to Nielsen's 2015 Proxy Statement, (A-31 and A-36). Any updates will be included in our 2016 Proxy Statement.
ETHICS AND INTEGRITY		
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Our Company, Ethics and Integrity.
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior and matters related to organizational integrity, such as help lines or advice lines.	Code of Conduct. Our Company, Ethics and Integrity.
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior and matters related to organizational integrity, such as escalation through line management, whistle blowing mechanisms or hotlines.	Code of Conduct and Integrity Leadership Program. Our Company, Ethics and Integrity.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

ASPECTS AND INDICATORS

CATEGORY: ECONOMIC		NIELSEN RESPONSE
DISCLOSURE ON MANAGEMENT APPROACH (DMA)	Economic Performance. Market Presence.	Our Company.
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.	Our Company, pp. 12-13, 2015 10-K, p. 25.
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Our Company, Risk Management, 2015 10-K, pp.13-21.
G4-EC3	Coverage of the organization's defined benefit plan obligations.	Please refer to Nielsen's 2015 Proxy Statement. Any updates will be included in our 2016 Proxy Statement.
G4-EC4	Significant financial assistance received from government.	While financial assistance is not applicable for Nielsen, 32 government-related institutions, including sovereign wealth funds and state/government pension funds, were present in Nielsen's overall shareholding structure as of December 31, 2015, or the last time the institution or fund publicly filed. This accounts for about 30.5 million shares (9.48% of Nielsen's outstanding shares).
MARKET PRESENCE		
G4-EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Minimum wage rules apply in the United States. All U.S. employees (approximately 16,000) are paid above minimum wage. Globally we comply with all minimum wage regulations, where applicable.
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation.	Of our current senior leaders, more than 97% were hired from within the local market/region in which they manage.
INDIRECT ECONOMIC IMPACTS		
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	Our Communities, pp. 58-65. Our Clients, pp. 34-43. Our Company, pp. 12-31. Our People, pp. 46-55.
PROCUREMENT PRACTICES		
G4-EC9	Proportion of spending on local suppliers at significant locations of operation.	Data not available.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

CATEGORY: ENVIRONMENTAL		
DISCLOSURE ON MANAGEMENT APPROACH (DMA)		Our Environment.
ENERGY		
G4-EN3	Energy consumption within the organization.	Our Environment, 2015 Environmental Data.
G4-EN4	Energy consumption outside of the organization.	Our Environment, 2015 Environmental Data.
G4-EN5	Energy intensity.	Our Environment, 2015 Environmental Data.
G4-EN6	Reduction of energy consumption.	Our Environment, Initiatives.
G4-EN7	Reductions in energy requirements of products and services.	Our Environment, Data Center Updates & Consolidations Yield Green Results.
EMISSIONS		
G4-EN15	Direct Greenhouse Gas (GHG) Emissions (Scope 1).	Our Environment, 2015 Environmental Data.
G4-EN16	Energy indirect Greenhouse Gas (GHG) Emissions (Scope 2).	Our Environment, 2015 Environmental Data.
G4-EN17	Indirect Greenhouse Gas (GHG) Emissions (Scope 3).	Not reported due to lack of data. We intend to add Scope 3 to our report in the future.
G4-EN18	Greenhouse Gas (GHG) Emissions Intensity.	Our Environment, 2015 Environmental Data.
G4-EN19	Reduction of Greenhouse Gas (GHG) Emissions.	Our Environment, Initiatives.
EFFLUENTS AND WASTE		
G4-EN23	Total weight of waste by type and disposal method.	Our Environment, 2015 Environmental Data.
PRODUCTS AND SERVICES		
G4-EN27	Extent of impact mitigation of environmental impacts of products and services.	Our Environment, Initiatives.
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	None. Significant fines defined by Nielsen to be more than \$1 million.
G4-EN32	Percentage of new suppliers that were screened using environmental criteria.	Our Company, Supply Chain.
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken.	None.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

CATEGORY: SOCIAL - LABOR PRACTICES AND DECENT WORK		
DISCLOSURE ON MANAGEMENT APPROACH (DMA)	Employment. Labor/Management Relations. Occupational Health and Safety. Training and Education. Diversity and Equal Opportunity. Equal Remuneration.	Our People.
EMPLOYMENT		
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.	Our People, Talent Acquisition.
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	In the U.S., benefits include the following: medical, dental, vision, basic and supplemental life insurance; dependent life insurance; flexible spending account; short- and long-term disability; legal; 401(k); EAP; wellness programs; parental, adopting, maternity, personal, FMLA, Military, volunteer, jury duty and bereavement leave. Outside of the U.S., benefits vary by geography and work council agreements. Some of these benefits include but are not limited to: healthcare, sick leave, life insurance, paid annual leave and gym discounts.
G4-LA3	Return to work and retention rates after parental leave, by gender.	In the U.S., the Family and Medical Leave Act gives both male and female workers job protection for up to 12 weeks a year. In other countries, we follow the law which varies country by country. Outside of the U.S., Nielsen tracks parental leave and return to work rates at the regional level by gender. We do not disclose this information for employee privacy reasons.
LABOR/MANAGEMENT RELATIONS		
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements.	For major operational changes, Nielsen informs the European Works Councils and representatives of collective bargaining agreements with a minimum of at least a three months' notification to allow for consultation prior to implementation.
OCCUPATIONAL HEALTH & SAFETY		
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	We have included information about health and safety initiatives driven by employees in Our People. Health and Safety programs vary across bargaining unit agreements.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

CATEGORY: SOCIAL - LABOR PRACTICES AND DECENT WORK		
OCCUPATIONAL HEALTH & SAFETY		
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days and absenteeism and total number of work-related fatalities, by region and by gender.	The most common type of work-related injuries for our field workers include motor vehicle accidents, slips and falls and manual material handling (including cumulative trauma and overexertion). There are no reports of work-related illness or disease. Of the 8,377 full-time and 9,276 part-time employees in the U.S. in 2015, per U.S. OSHA injury and illness recordkeeping guidelines, there were 129 total cases of work-related injuries and 70 lost workday cases for U.S. employees. Outside of the U.S., in the countries that were able to provide data for this, the total number of work-related injuries and illness cases involving lost workdays (lost workday cases) totaled 1,065, where data was available to report. There were no work-related fatalities in 2015 reported in the U.S. or in any other region globally. See Occupational Safety section with "Our People," for more information.
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation.	None.
G4-LA8	Health and safety topics covered in formal agreements with trade unions.	Outside of the U.S., Nielsen is subject to agreements with works councils. Topics vary by region.
TRAINING AND EDUCATION		
G4-LA9	Average hours of training per year per employee by gender and by employee category.	Our People, Training and Education. The average hours of training per associate in 2015 was 23.4 hours (split between an average of 4.8 hours of e-learning and 18.6 hours of instructor-led training). We do not track by gender or employee category at this time. We are not able to split this metric further to regions or business areas at this time, but as we work further on our data sources, this may be possible for future submissions. This data also does not include informal training or workshops, 'self-study' learning activities, lunch and learns, or on-the-job training.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

CATEGORY: SOCIAL - LABOR PRACTICES AND DECENT WORK		
TRAINING AND EDUCATION		
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Our People, Training and Education.
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	Our People, Check-In: a New Approach to Performance Reviews. One of the mitigating factors limiting the ability to fully capture 100% of our employee base is the continual process of integrating new acquisitions into our business. Because of the early stages of the implementation of our Check-In framework, the data does not yet allow us to break down our employee base by gender and employee category but there is a project underway to make more granular data available in future reports.
DIVERSITY AND EQUAL OPPORTUNITY		
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.	Our Company, Organizational Profile.
EQUAL REMUNERATION FOR WOMEN AND MEN		
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	The ratio of male-to-female average compensation by employment category for executive, management and non-management employees is as follows for 2015: Executive = 1:1. This category encompasses the global population of senior leaders (approx. 170) Management = 1.1:1. This category encompasses the United States population only. Non-Management = 0.9:1. This category encompasses United States population only.
SUPPLIER ASSESSMENT FOR LABOR PRACTICES		
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria.	Our Company, Supply Chain.
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken.	None.
LABOR PRACTICES GRIEVANCE MECHANISMS		
G4-LA16	Number of grievances about labor practices filed, addressed and resolved through formal grievance mechanisms.	We do track this; however, we do not publicly report on this due to employee privacy concerns and any pending legal or regulatory actions.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

CATEGORY: SOCIAL - HUMAN RIGHTS		
INVESTMENT		
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Human Rights topics are covered in our Code of Conduct training. Other training includes anti-corruption, prohibition of discrimination, fair wages and opportunity, safety and ethics and integrity. We do not specifically track Human Rights training separately from Code of Conduct Best Practices training.
NON-DISCRIMINATION		
G4-HR3	Total number of incidents of discrimination and corrective actions taken.	We do track this; however, we do not publicly report on this due to employee privacy concerns and any pending legal or regulatory actions.
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk and measures taken to support these rights.	None.
CHILD LABOR		
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor and measures taken to contribute to the effective abolition of child labor.	None. See Our Company, Risk Management and Our Company, Supply Chain to learn about Nielsen's new supplier screening program.
FORCED OR COMPULSORY LABOR		
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor and measures taken to contribute to the elimination of all forms of forced or compulsory labor.	None. See Our Company, Risk Management and Our Company, Supply Chain to learn about Nielsen's new supplier screening program.
ASSESSMENT		
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments.	See Our Company, Supply Chain to learn about Nielsen's new supplier screening program.
SUPPLIER HUMAN RIGHTS ASSESSMENT		
G4-HR10	Percentage of new suppliers that were screened using human rights criteria.	See Our Company, Supply Chain to learn about Nielsen's new supplier screening program.
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken.	None.
HUMAN RIGHTS GRIEVANCE MECHANISMS		
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms.	We do track this; however, we do not publicly report on this due to employee privacy concerns and any pending legal or regulatory actions.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

GRI G4 CONTENT INDEX *continued...*

CATEGORY: SOCIAL - SOCIETY		
DISCLOSURE ON MANAGEMENT APPROACH (DMA)	Local Communities.	Our Communities.
LOCAL COMMUNITIES		
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs.	Our Communities.
G4-SO2	Operations with significant actual and potential negative impacts on local communities.	Our Company, Risk Management. Appendix.
ANTI-CORRUPTION		
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	Our Company, Risk Management. Our Company, Ethics and Integrity. Employees at all of our operations are required to comply with our Code of Code, which include anti-corruption measures and are assessed for compliance. See our Ethics and Integrity section (pp. 16-17) for more details. Additionally, Nielsen's Corporate Audit Staff (CAS) team considers numerous business- and corporate-owned risks related to corruption in assessing our operations, like privacy, talent management, compensation and rewards and tax.
G4-SO4	Communication and training on anti-corruption policies and procedures.	Our Company, Ethics and Integrity.
G4-SO5	Confirmed incidents of corruption and actions taken.	Less than 25% of 2015 cases were related to corruption. Less than 10% of the 2015 cases resulted in confirmed incidents where employees were dismissed or terminated for corruption. Corruption is defined as bribery, data falsification & interference, fraud or travel & expenses (T&E) fraud or kickback schemes. Less than 1% of the 2015 cases resulted in confirmed incidents where business partners were terminated or not renewed due to corruption.
PUBLIC POLICY		
G4-SO6	Total value of political contributions by country and recipient/beneficiary.	Our Communities, Nielsen Data for Good.
ANTI-COMPETITIVE BEHAVIOR		
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes.	None (Threshold is more than \$1 million.)

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

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CATEGORY: SOCIAL - SOCIETY		
COMPLIANCE		
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	None (Threshold is more than \$1 million.)
SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY		
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society.	See Our Company, Supply Chain to learn about Nielsen's new supplier screening program.
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken.	We are not aware of any.
GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		
G4-SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms.	None.
CATEGORY: SOCIAL - PRODUCT RESPONSIBILITY		
DISCLOSURE ON MANAGEMENT APPROACH (DMA)	Customer Privacy. Compliance.	Our Clients.
CUSTOMER HEALTH AND SAFETY		
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	Not material for our organization.
PRODUCT AND SERVICE LABELING		
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	None.
G4-PR5	Results of surveys measuring customer satisfaction.	Nielsen does not report specifics of its client satisfaction surveys because the results are confidential and proprietary. However, we do report on how we measure customer satisfaction and gain feedback. See Our Clients, p. 36 and Appendix, p. 92.

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

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CATEGORY: SOCIAL - PRODUCT RESPONSIBILITY		
MARKETING COMMUNICATIONS		
G4-PR6	Sale of banned or disputed products	None.
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes.	None.
CUSTOMER PRIVACY		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Nielsen has not received any substantiated complaints regarding breaches of customer privacy and losses of customer data.
COMPLIANCE		
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	None (Threshold is more than \$1 million.)

Visit our 2015 [10-K](#), [2015 Proxy Statement](#), and [2016 Proxy Statement](#) to view references in the GRI G4 Content Index.

APPENDIX

REPORT PROFILE, DMA, G4-13, G4-16, G4-27, G4 28-31, G4-45, G4-SO2, G4-PR5

This report has been prepared in accordance with the GRI's G4 guidelines at the Core level. The report, published in 2016, covers the period of the calendar year 2015. This is the first report prepared by Nielsen using GRI guidelines. We followed GRI principles for defining report content and quality.

Our intention is to report every other year, making periodic updates between reports as needed. We intend to also evaluate external assurance as our data collection evolves. For comments or questions about this report, contact our Nielsen Cares team at nielsencares@nielsen.com.

G4-13, G4-SO2 SIGNIFICANT CHANGES IN OPERATIONS

In 2015, Nielsen consolidated U.S. call centers, expanding operations in Dallas, Texas, San Antonio, Texas and Tampa, Florida and reducing or eliminating call center operations in Radcliff, Kentucky, Columbia, Maryland and Sarasota, Florida. This strategic shift was undertaken in order to take advantage of technology upgrades in Dallas, San Antonio and Tampa and to more easily source multilingual talent to meet client needs and ensure a representative sample base. Affected workers were notified in 2014 and were provided with a range of options to meet their transition needs: transfers to other sites, outplacement services and compensation based on the number of years of full-time service.

G4-45 ADDITIONAL INFORMATION ABOUT THE CORPORATE AUDIT STAFF AND FINANCIAL RISK

The Corporate Audit Staff (CAS) team is an independent group within Nielsen that reports functionally and administratively to the Chief Financial Officer and directly to the Audit Committee. The team performs SOX (Sarbanes-Oxley) testing, risk-based audits and other process improvement work. CAS independently reviews the accuracy of financial information, assesses financial processes and evaluates the effectiveness of financial controls for Nielsen's global business units. In 2015, CAS performed audit and project work on-site in approximately

20 countries, achieving 96% coverage over Nielsen's global assets and 75% coverage over total revenue. Additionally, CAS completed remote reviews for approximately 70 other business units. CAS will continue to have similar coverage over assets and revenue in 2016 and will have a special focus on disbursement audit work. The results of CAS's reviews are reported on a quarterly basis to Nielsen's Chief Financial Officer and Audit Committee.

The Corporate Reporting and Analysis (CR&A) team oversees global financial consolidating, reporting and compliance efforts. CR&A conducts ongoing analyses on key financial metrics such as global receivables/days billing outstanding (DBOs), unbilled aging and cash flow. They also host quarterly close meetings with all of Nielsen's global business units to ensure that material period-over-period variances are understood before the financials are externally reported. Among other responsibilities, the CR&A team also oversees external financial disclosures and leads compliance trainings on accounting standards.

Nielsen's Treasury team manages financial risks through their extensive and ongoing work around foreign currency exchange, credit risk and interest rates.

G4-PR5 CLIENT AND INDUSTRY COMMITTEES

On the Watch side of our business, Nielsen maintains a number of national cable and local television committees, including:

- **The Local Alliance:** The Local Alliance advises the local business unit of Nielsen on industry issues and concerns, provides insight on technological advances and helps Nielsen improve the utility of local data as currency for the planning, buying and selling of local spot television and cable in order to ultimately provide the data insights and analyses the industry needs to thrive.
- **The Local Policy Guidelines Committee (PGC):** The Local Policy Guidelines Committee consists of a number of both permanent and rotating seats for Nielsen broadcast,

APPENDIX *continued...*

cable, agency and syndicator executive clients focused on providing guidance and advice to Nielsen's local business division in determining policies and procedures related to the local television industry.

- **The [Committee on Local Television Audience Measurement \(COLTAM\)](#) run by the **National Association of Broadcasters (NAB)**:**
- This group comprises broadcast industry research executives representing NAB member television stations and groups, as well as relevant industry groups including the Media Rating Council and the Television Bureau of Advertising. COLTAM meets semi-annually with Local Television industry research suppliers, including Nielsen and is focused on addressing issues concerning the quality of the research products and services that are available to local television stations.
- **The Cable Advisory Board**: This group, consisting of cable distributors, provides feedback on Nielsen's product roadmap to advise on how Nielsen advancements could proactively address industry priorities and needs.

Internationally in our Watch space, Nielsen is highly engaged with all of the Joint Industry Committees (JICs). These JICs comprise the major content providers, advertisers and agencies in the market and act as a collaborative industry body to align on best practices in media measurement, collaborate on product enhancements and generally serve as the single voice of the client in the market. In the event where Nielsen is the chosen currency provider in the market, we have regular, ongoing contact with the technical committees and boards of these JICs. In addition, Nielsen also collaborates in industry-wide events such as the ASI, hosts of radio and television symposiums across the globe and EGTA, the association of television and radio sales houses in Europe.

For [Nielsen Scarborough](#), a tool that provides clients with insights on the product consumption habits, demographics, lifestyles and media usage of consumers, we maintain a Nielsen Scarborough Advisory Council to provide us with valuable feedback about how our services can better align with our clients' needs and priorities. This Council provides a forum

for industry leaders to inform Nielsen Scarborough's senior management about their priorities, key business drivers and important issues, as well as an opportunity to provide feedback about how Nielsen Scarborough's services can better align with client needs. The Nielsen Scarborough Advisory Council also acts as a sounding board for Nielsen Scarborough to confidentially review and discuss the implications of potential changes in services.

Nielsen also maintains an Advisory Council and Policy Guidelines Committee (PGC) to proactively solicit and incorporate client and industry guidance into the development of our products and services for [Nielsen Audio](#). As part of this commitment, Nielsen also participates on the [Committee on Local Radio Audience Measurement \(COLRAM\)](#), run by the National Association of Broadcasters (NAB).

In conjunction with the Media Rating Council (MRC), Nielsen has also established our MRC Client Engineering committee in order to engage clients on the technical aspects of product development and enhancement.

[Nielsen Consumer Neuroscience](#) also works with a Science Advisory Board (SAB) to advise our neuroscience business. This group consists of highly accomplished neuroscientists from leading institutions from around the world. Nielsen and SAB have structured a mutually-beneficial relationship whereby SAB helps Nielsen ensure that testing our protocol and research and development efforts are held to the most rigorous scientific standards, while Nielsen makes its products and services available to SAB members for use in academic research.

G4-PR5 CLIENT SATISFACTION

Historically, Nielsen has run an annual client satisfaction survey for the North America Buy business, while the Watch and global client surveys were on their own varied schedules. In 2015, we took the opportunity to leverage our North America Buy process globally for all Buy clients. By centralizing this effort, we boosted efficiencies by keeping consistency across inputs, questionnaires, timelines and data outputs.

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Our survey coverage is comprehensive within the Buy business, covering organizations of all types, sizes and global regions. Survey respondents represent all client functions and levels of their respective organizations. The major themes of the survey cover clients' overall satisfaction with Nielsen and their perceptions of the value of—and their expectations for—Nielsen's products and services. The survey also covers the client service experience, clients' engagement and time spent with Nielsen teams, as well as clients' level of satisfaction with the specific Nielsen data and products they use. We do not disclose specific results of the survey for competitive reasons.

After fielding the survey for approximately four weeks, we process the survey data to begin the action planning process to appropriately address our clients' feedback. To do this, we view survey results through a variety of lenses, with global, regional and client-specific viewpoints in mind. Action plans primarily focus on outlined improvement areas based on the survey scores and "verbatim," or open-ended comments, from our clients. To carry out these action plans, we develop global initiatives alongside region- and client-specific action plans in order to continually evolve our overall go-to-market strategy, as well as to focus on additional areas of opportunity for specific regions and clients.

A key part of this process is the continual review of feedback and action planning with our clients. During this action planning process, we engage with our clients to collaborate on ways that we can put our action plans in motion with their input. This fits within our broader client engagement model and allows our teams to continually review and revise these plans throughout the year based on changing needs, priorities and committed milestones set with our clients.

In addition to the annual client satisfaction survey, Nielsen has a global program that captures ongoing client feedback at the project level. This program is a key component of the client engagement model, which enables us to align with the client on strategic initiatives that Nielsen can help support. Additionally, this program allows us to measure the value and

return on investment that Nielsen delivers for our clients. In 2016, we introduced a new component to the program to better understand and measure client outcomes by introducing additional functionality to our program tool.

ADDITIONAL INFORMATION ABOUT THE DEMAND INSTITUTE

[The Demand Institute](#) is a non-advocacy, nonprofit organization and a division of The Conference Board, which holds 501(c)(3) tax-exempt status in the U.S. The Demand Institute is jointly operated by Nielsen and The Conference Board. Nielsen provides talent, data assets and insights to The Demand Institute, contributing its expertise and unique understanding of consumer markets. While The Demand Institute often focuses on long-term projects to illuminate the evolving nature of global trends, two projects of particular note in 2015 included The Demand Institute's focus on understanding Chinese consumption, building a robust landscape of Chinese demand through 2025 and the American Communities Program, focused since 2011 on gaining a more holistic understanding of the future of American communities. The Demand Institute founded [Project 8](#) along with the Office of the United Nations Secretary-General and the U.N. Foundation.

ORGANIZATIONS AND AFFILIATIONS

Please note that this is a representative—but not exhaustive—list of Nielsen's internal and external organizational teams, collaborations, initiatives and affiliations:

Nielsen Committees, Teams, Programs and Initiatives

Nielsen Board of Directors, Nomination and Corporate Governance Committee, Audit Committee, Compensation Committee, Diversity Council, Talent Acquisition, Talent Engagement and Development, MENAP Integrity Council, Vendor Management, Global Inclusion Councils, External Advisory Councils (AAAC, APAAC, HLAC), U.S. Strategic Community Alliances and Consumer Engagement, Global Citizenship and Sustainability Council (GCSC), Public Development and Sustainability (PD&S), Diversity and Inclusion, Investor Relations, Human Resources, Legal, Public

APPENDIX *continued...*

Affairs, Sourcing, Environmental Sustainability, Nielsen Green Team, Consumer Insights, Compliance and Ethics Committee, Security Team, Employee Resource Groups (AAL, ADEPT, HOLA, PRIDE, SABLE, SERV, WIN), People Analytics, Nielsen Cares, Diverse Leadership Network (DLN), Emerging Leaders Program (ELP), Digital Enablement Team, Digital Ad Ratings, Nielsen Global Support Fund, Integrity in Action, Healthy Measures, The Whole You, Get Healthy Reward Program, Nielsen Wellness Ambassadors, myLearning Network, Check-in, Nielsen Global Impact Day (NGID), Hunger Action Month, International Women's Day.

Local Policy Guidelines Committee, Scientific Advisory Committee, Policy Guidelines Committee, Scarborough Advisory Board, Local Alliance, COLTAM, COLRAM.

Awards/Recognition

Diversity Inc., Human Rights Campaign, Emmy, mlearnCon, MBN USA, Corporate Diversity, WE USA, Diversity MBA magazine, Intellectual Property Owners Association, CEO Magazine, *Consumer Goods Technology* Magazine, Green Umbrella, Institutional Investor.

Collaborations

Project 8, Nielsen Innovate Incubator, PushSpring, Media Rating Council, A Billion+Change, World Food Programme, Special Olympics, Junior Achievement, Feeding America, Boston College Center for Corporate Citizenship Professional Services Sustainability Roundtable (PSSR), Corporate Volunteers of New York, Impact 2030 Network, Big Brothers Big Sisters, Pinellas Education Foundation, Upper Tampa Bay Education Foundation, Points of Light, Next Generation Tech program, Good World Solutions, Posse Foundation, Emma Bowen Foundation, Global Partnership on Sustainable Development Data, Alliance for Youth, The Demand Institute, Enactus.org.

Industry Trade Associations

Consumer Healthcare Products Association (CHPA), Food Marketing Institute (FMI), Global Market Development

Center (GMDC), Grocery Manufacturers Association (GMA), National Association of Convenience Stores (NACS), National Association of Chain Drug Stores (NACDS), National Grocers Association (NGA), Network of Executive Women (NEW), Consumer Goods Forum, Advertising Research Foundation (ARF), ESOMAR, Interactive Advertising Bureau (IAB), Cable & Telecommunications Association for Marketing (CTAM), Video Advertising Bureau (VAB), Digital Content Next (DCN), International Radio and Television Society Foundation (IRTS), National Association of Broadcasters (NAB), PromaxBDA, Marketing and Accountability Standards Board (MASB).

Research Reports

Diverse Intelligence Series and *The Sustainability Imperative*. For more Nielsen research and reports, go to [Nielsen News Center](#) and [Nielsen Insights](#).

Standards/Frameworks

MRC, ISO27001, EU Privacy Acts, HIPAA, COBIT5, Federal Data Protection Acts, Information Systems Audit and Control Association, GRI, UN Sustainable Development Goals, e-Stewards, National Institute of Standards and Technology, Corporate Executive Board.

Diversity-Related Organizations

National Minority Development Council, Women's Business Enterprise National Council, National Gay & Lesbian Chamber of Commerce, U.S. Business Leadership Program, Rainbow PUSH Coalition, Asian American Federation, National Council of La Raza, National Association of Black Owned Broadcasters.

Reporting and Benchmarking Resources

Dow Jones Sustainability Index (DJSI), GRI, EcoVadis, Working Mother, True Impact, Nielsen Voice.



**BUREAU
VERITAS**

VERIFICATION STATEMENT GREENHOUSE GAS EMISSIONS

Bureau Veritas North America, Inc. (BVNA) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by the Nielsen Company for the period stated below. This Verification Statement applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of the Nielsen Company. BVNA's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information.

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

- Operational Control
- Scope 1 Emission Reporting is based upon data from 21 North American locations
- Scope 2 Emission Reporting is based upon data from 50 North American locations
- Exclusions from the scope of the reporter's GHG emissions assertion
 - Market Based Scope 2 Emissions

Emissions data verified:

- **Scope 1:** 1,950 metric tons of CO₂ equivalent
- **Scope 2:** 31,000 metric tons of CO₂ equivalent

Data and information supporting the Scope 1 and Scope 2 GHG emissions assertion were historical in nature.

Period covered by GHG emissions verification:

- January 1, 2015 to December 31, 2015

GHG Reporting Protocols against which verification was conducted:

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol

GHG Verification Protocols used to conduct the verification:

- ISO 14064-3: Greenhouse gases -- Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions

Level of Assurance and Qualifications:

- Limited
- Qualifications
 - No opinion can be given relating to Scope 2 Market Based Emissions as the Nielsen Company has not included these emissions in their 2015 footprint.

GHG Verification Methodology:

- Interviews with relevant personnel of the Nielsen Company;

Bureau Veritas North America, Inc.

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Nielsen Company
April 14, 2016

- Review of documentary evidence produced by the Nielsen Company;
- Review of Nielsen Company data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions; and
- Audit of sample of data used by the Nielsen Company to determine GHG emissions.

Assurance Opinion:

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

- is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard with the exception of calculation of market-based Scope 2 emissions.

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

Statement of independence, impartiality and competence

The Bureau Veritas Group is an independent professional services company that specializes in Quality, Health, Safety, Social and Environmental management with over 180 years history in providing independent assurance services.

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

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

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

Attestation:

Christopher J. Ostermann, Lead Verifier
Project Manager
Bureau Veritas North America, Inc.
Atlanta Regional Office

April 18, 2015

John A. Stangline, Technical Reviewer
HSE Director - Cleveland
Bureau Veritas North America, Inc.
Great Lakes Regional Office

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

ABOUT NIELSEN

Nielsen Holdings plc (NYSE: NLSN) is a global performance management company that provides a comprehensive understanding of what consumers watch and buy. Nielsen's Watch segment provides media and advertising clients with Total Audience measurement services for all devices on which content – video, audio and text – is consumed. The Buy segment offers consumer packaged goods manufacturers and retailers the industry's only global view of retail performance measurement. By integrating information from its Watch and Buy segments and other data sources, Nielsen also provides its clients with analytics that help improve performance. Nielsen, an S&P 500 company, has operations in over 100 countries, covering more than 90% of the world's population.

For more information, visit www.nielsen.com.

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