

2020 NIELSEN GLOBAL RESPONSIBILITY REPORT

POWERED BY CHANGE.

FOCUSED ON THE FUTURE.

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INTRODUCTION

MESSAGE FROM OUR CEO



“THE BUSINESS OF DATA CREATES RESPONSIBILITY—TO PROTECT THE CONSUMER, TO PROTECT THE MARKETING ECOSYSTEM, AND TO MANAGE IT ALL WITH INTEGRITY AND TRANSPARENCY. THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) ISSUES COVERED IN THIS GLOBAL RESPONSIBILITY REPORT BUILD ON OUR FOUNDATION OF INTEGRITY AND TRANSPARENCY.”

The truth matters.

For nearly a century, Nielsen has provided data and analytics based on scientific rigor and cutting-edge innovation, continually developing new ways to answer the most important questions facing the media, advertising, retail and fast-moving consumer goods industries. Since data powers Nielsen’s business, it must be of the highest quality: consistent, reliable and representative of all consumers and channels. The business of data creates responsibility—to protect the consumer, to protect the marketing ecosystem, and to manage it all with integrity and transparency.

The environmental, social and governance (ESG) issues covered in this Global Responsibility Report build on our foundation of integrity and transparency. Whether it’s our commitment to engaging and developing our employees, leading with diversity and inclusion across our workforce and approach to measurement, or leveraging our data and people to make a positive impact—we are committed as a company to delivering greater value for all of our stakeholders. This responsibility is shared by every member of our Nielsen team around the globe.

The truth matters most in times of change. As we navigate the changes that happen every day in our communities and industries, we are honored by the trust that our employees, communities, clients, investors and suppliers place in us. This trust underpins all that we do at Nielsen and ultimately enables us to serve as a market-moving provider of the truth across the industries we’re proud to support.

I am energized by the work our associates do every day in pursuit of the truth. And I am excited by the open horizon of opportunity, evolution and innovation for Nielsen, and all that we will build and create—together.

David Kenny

Chief Executive Officer & Chief Diversity Officer, Nielsen

WHO WE ARE

Nielsen Holdings plc (NYSE: NLSN) is a global measurement and data analytics company that provides the most complete and trusted view available of consumers and markets worldwide. Nielsen is divided into two business units. Nielsen Global Media, the arbiter of truth for media markets, provides the media and advertising industries with unbiased and reliable metrics required for markets to function. Nielsen Global Connect provides consumer packaged goods manufacturers and retailers with accurate, actionable information and insights and a complete picture of the complex and changing marketplace that companies need to innovate and grow. Our approach marries proprietary Nielsen data with other data sources to help clients around the world understand what's happening now, what's happening next, and how to best act on this knowledge. An S&P 500 company, Nielsen has operations in over 100 countries, covering more than 90% of the world's population.

ABOUT THIS REPORT

This Nielsen Global Responsibility Report serves as the comprehensive hub for how our environmental, social and governance (ESG) performance and strategy connect to our business, with a focus on 2018-2019. We have organized the content according to six main topic areas, listed below and available via the “Our Company” dropdown menu, with complementary narrative and Detailed Disclosure pages for each. We have also provided specific reports for each of the reporting standards most relevant for Nielsen: the [Sustainability Accounting Standards Board \(SASB\)](#), the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#), and the [Global Reporting Initiative \(GRI\)](#).

If you're looking for information about our response to COVID-19, please go [here](#).

MESSAGE FROM NIELSEN GLOBAL CONNECT CEO



“I AM PROUD OF NIELSEN’S LEGACY OF HARNESSING THE POWER OF OUR DATA AND INSIGHTS TO MAKE A POSITIVE IMPACT ON OUR WORLD.”

I am proud of Nielsen's legacy of harnessing the power of our data and insights to make a positive impact on our world. The work we do resonates with our clients, consumers, and most importantly, our associates—the heart and soul of Nielsen. There isn't another organization in the world that can do what we do at our scale. I look forward to continuing to build on this incredible legacy, and I'm proud to lead Nielsen Global Connect into an exciting new chapter of growth and innovation.

David Rawlinson

Chief Executive Officer, Nielsen Global Connect



GOVERNANCE

Our clients—and the industries we support—depend on us to be an unbiased arbiter. To serve as a source of truth, integrity must be part of the foundation of everything we do.



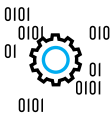
DIVERSITY AND INCLUSION

We believe that diversity in people and ideas allows us—and our clients—to be successful. Fostering diversity and inclusion isn't just a good thing to do—it's crucial to the success of our business and *all* businesses.



HUMAN CAPITAL

Integrity. Honesty. Fairness. Respect. Reliability. Our company was founded on these values, and they also underpin our approach to managing our most important asset: our people.



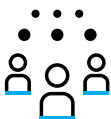
DATA PRIVACY AND SECURITY

Data is the core of our business and how we generate value for the world. Providing methodologically sound measurement while protecting the privacy and security of all client and consumer information is the centerpiece of what we do everyday.



ENVIRONMENT

We take seriously the role we can play in minimizing environmental impacts while maximizing environmental efficiencies and benefits. Given the pressing global issues of climate change and its increasing ramifications for social justice and equity, we know that we can and must continue to operate with the environment in mind.



COMMUNITY ENGAGEMENT

We mobilize our data, expertise and time to positively impact our communities and ensure every voice counts as we strive to help shape a smarter market and drive one media truth.

ADDITIONAL DISCLOSURES

GLOBAL REPORTING
INITIATIVE (GRI) CONTENT
INDEX

SUSTAINABILITY
ACCOUNTING STANDARDS
BOARD (SASB) REPORT

TASK FORCE ON CLIMATE
RELATED FINANCIAL
DISCLOSURES (TCFD) REPORT

OUR COMPANY



GOVERNANCE

Because Nielsen serves as an independent data and measurement company, our clients—and the industries we support—depend on us to be an unbiased arbiter. To serve as a source of truth, integrity must be part of the foundation of everything we do.

Nielsen is committed to ensuring that we operate with the highest standards of corporate governance, ethical conduct and corporate citizenship. Our commitment to integrity underpins the way we work everyday. From our Board of Directors to every Nielsen associate to our supply chain, we work to establish a culture of ethics and good governance through policies, clear procedures, training and a commitment to transparency.

Our [Nielsen Code of Conduct](#) establishes our expectations and guidelines for positive behaviors, including treating everyone with respect, valuing diversity, protecting human rights and speaking up to report Code violations without fear of retaliation. The Code also defines acceptable behavior, including prohibiting corruption, bribery, discrimination, anti-competitive practices and conflicts of interest. Underlying the expectations and guidelines of the Code are more detailed internal policies to guide associates in their day-to-day activities. Our [Supplier Code of Conduct](#) conveys similar expectations and guidelines for our suppliers.

Hear more about our approach to corporate governance and compliance and integrity from [Emily Epstein, Deputy Chief Legal Officer, Nielsen](#).

Our commitment to good governance, ethics and compliance, by the numbers:

- We ask our Board and all employees—except where not permitted by local laws—to annually certify that they understand and will abide by our Code of Conduct.
- Our standard contract terms request that all suppliers abide by the Nielsen Supplier Code of Conduct. Starting in 2019, 100% of our new suppliers provide written acknowledgment of our Code.

External recognition for good governance and environmental, social and governance (ESG) performance:

- Nielsen was recognized as the industry leader among media companies in [JUST Capital's and Forbes's annual ranking of the "JUST 100"](#) for the third year in a row.
- We were included in both the [FTSE4Good index](#) and the [Dow Jones Sustainability North America index](#) for the third time.
- See [2018](#) and [2019](#) highlights for additional details about these recognitions, among others.



[DETAILED DISCLOSURE: GOVERNANCE](#)



DIVERSITY AND INCLUSION

We believe that diversity in people and ideas allows us—and our clients—to be successful. We focus on driving impact by increasing diverse representation among our associates, utilizing diverse slates, hiring from diverse talent pools and expanding our inclusive hiring practices.

We believe that fostering diversity and inclusion isn't just a good thing to do—it's crucial to the success of our business and *all* businesses. To underscore the importance of this issue at Nielsen, our CEO has taken on the additional role of Chief Diversity Officer.



“WE RECOGNIZE THAT INCLUSION HELPS US CREATE A HEALTHY ORGANIZATIONAL CULTURE, CONTRIBUTES POSITIVELY IN OUR COMMUNITIES AND HAS A BENEFICIAL EFFECT ON OUR ASSOCIATES WHO SEEK TO DEEPEN THEIR SKILLS AND GROW THEIR CAREERS WITH US. EMBRACING AND LEVERAGING ALL THE LAYERS OF OUR ASSOCIATES’ DIVERSITY IS PART OF HOW WE BRING INCLUSION TO LIFE.”

Sandra Sims-Williams

Senior Vice President, Diversity & Inclusion, Nielsen

Our diversity and inclusion journey began nearly 15 years ago, and we’ve established a strong, global reputation, marked with external benchmarking recognitions. In 2020, for the seventh consecutive year, Nielsen earned a 100% score on the Human Rights Campaign Foundation’s Corporate Equality Index and was recognized as a Best Place to Work for LGBTQ Equality. Also in 2020, we ranked #20 on DiversityInc’s Top 50 Companies for Diversity; in 2018 and 2019, we were ranked #19 and #17, respectively. We were also recognized by the Disability Equality Index as a Best Place to Work for Disability Inclusion. Finally, we’re proud to have been included among other leading companies on Bloomberg’s Gender Equality Index for both 2019 and 2020.



We regularly share research and insights about multicultural communities through our Diverse Intelligence Series of comprehensive thought leadership reports and special events focused on [Asian American](#), [Latinx](#) and [African American](#) consumers. We are also proud to support initiatives that increase representation of multicultural communities, such as [Project TrueCount](#), Nielsen's nationwide initiative to support a fair and accurate 2020 U.S. Census. Once every 10 years, the Census count gives us a comprehensive portrait of America. Businesses rely on this information to find opportunities for growth, and our government uses it to decide where to invest its resources. Inaccurate Census data will result in bad decisions and ultimately, in bad business. That's why we must all do everything we can to ensure the 2020 Census is accurate, fair and complete.

All Nielsen associates are held to Nielsen's [Code of Conduct](#) and all Nielsen policies, including our [Global Nondiscrimination Policy](#), which precludes discrimination in our workforce on the basis of race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability status, age, marital status, protected veteran status or any other protected class.

DETAILED DISCLOSURE: DIVERSITY AND INCLUSION



HUMAN CAPITAL

Integrity. Honesty. Fairness. Respect. Reliability. Nielsen was founded on these values, and they also underpin our approach to managing our most important asset: our people. We want our associates to feel appreciated and empowered to reach their full potential. We do this by defining clear objectives and success metrics, and by developing leaders who can forge cohesive and engaged teams. Behind all of our human capital efforts is our commitment to diversity and inclusion, as we seek to build a workplace that values and includes everyone’s unique perspectives and contributions.

Nielsen’s talent management strategy is designed to support our long-term business strategy and the success of our associates. Our human capital priorities are to:

- Foster a fair, [diverse and inclusive](#) work environment for employees in which innovation, open-mindedness, and fresh thinking are rewarded.
- Lead a people-first transformation of our talent base, ensuring that it aligns with and supports the ongoing changes in our business.
- Attract, engage and retain our top talent, making a clear and compelling case for why they should be at Nielsen now.
- Promote personal and professional growth for associates by creating internal opportunities and developing leaders.
- Encourage associates to contribute their time, talents and energy to make a positive impact on the communities where we live and work, embedding this expectation as a [formal part of Nielsen’s performance review process](#) for all associates.
- Invest in our people analytics capabilities, to drive even more impact for the business and deliver on our employee value proposition.



“AT NIELSEN, WE ARE CREATING A COMPANY WHERE PEOPLE WANT TO COME TO WORK, WHERE THEY KNOW HOW THEIR ROLE CONNECTS TO OUR MISSION AND WHY THAT’S IMPORTANT. WE WANT OUR PEOPLE TO FEEL VALUED, TO KNOW THEIR WORK MATTERS, AND TO BE EMPOWERED TO LEARN, GROW AND MAKE A DIFFERENCE.”

Nicole Helprin

Senior Vice President, Talent Engagement & Development, Nielsen

NIELSEN HUMAN CAPITAL SNAPSHOT

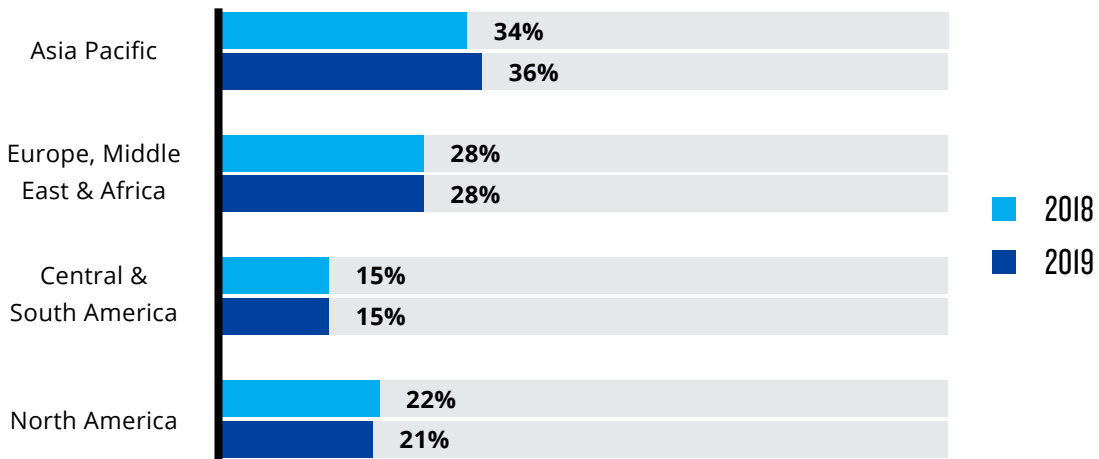


2019 TOTAL HEADCOUNT

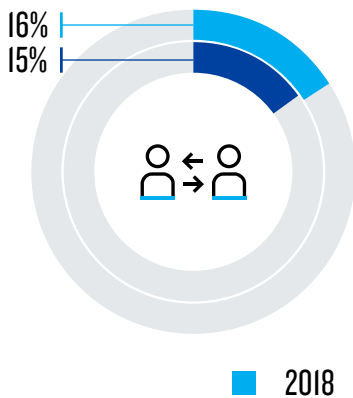
46,711 (UP FROM 46,650 IN 2018)

FULL-TIME HEADCOUNT

BY REGION

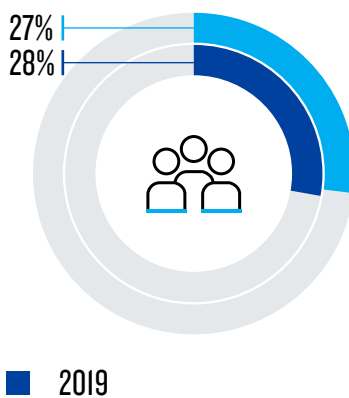


VOLUNTARY TURNOVER RATE



INTERNAL MOVEMENT

Positions Filled by Internal Candidates



TRAINING & DEVELOPMENT

Since the launch of MyLearning by Degreed in September 2019, we have engaged more than **16,000** employees through this new platform.

100% of associates have access to comprehensive career development resources, including training and performance reviews.

DETAILED DISCLOSURE: HUMAN CAPITAL



DATA PRIVACY AND SECURITY

Data is the core of our business and how we generate value for the world. Collecting, analyzing and providing methodologically sound measurement is the centerpiece of what we do everyday. It's no surprise, then, that data privacy, security and integrity have been among the top issue areas identified by our [nonfinancial materiality analyses](#) since we began regularly conducting those analyses in 2014. Data privacy, security and integrity are also central to our risk management efforts.



“CONSUMER INTEREST IN PRIVACY HAS NEVER BEEN HIGHER, AND NIELSEN CONTINUES TO UPHOLD A CULTURE THAT VALUES AND PRIORITIZES PRIVACY. WE ARE COMMITTED TO MAINTAINING THE TRUST OF CONSUMERS, CLIENTS AND OUR EMPLOYEES, AND WE DO THIS BY PROMOTING PRIVACY TRAINING AND AWARENESS, CONDUCTING PRIVACY IMPACT ASSESSMENTS OF OUR PRODUCTS AND PROVIDING TRANSPARENT NOTICE AND CHOICES ABOUT HOW DATA IS USED.”

Meredith Grauer
Chief Privacy Officer, Nielsen

We are committed to protecting the privacy and security of all client and consumer information. Our approach is grounded in internationally recognized data protection principles and includes strict and detailed policies and controls, comprehensive and recurring training, and regular performance reviews focused on continuous improvement. Data privacy and security are central priorities for everyone at Nielsen—from the Board through to every associate.



“TRUST, INTEGRITY AND CONFIDENTIALITY ARE ALL AT THE CORE OF WHAT WE DO AT NIELSEN. OUR COMPANY IS FULLY COMMITTED TO SAFEGUARDING OUR CLIENTS’ DATA AND THE DATA OF THOSE WE MEASURE. AS THE CYBER SECURITY LANDSCAPE EVOLVES, WE CONTINUE TO BUILD OUR PROGRAM TO ESTABLISH A CULTURE IN WHICH CYBER SECURITY AND DATA PRIVACY COME FIRST.”

Chris Hatter
Chief Information Security Officer, Nielsen

DETAILED DISCLOSURE: DATA PRIVACY & SECURITY



ENVIRONMENT

At Nielsen, we take seriously the role we can play in minimizing environmental impacts while maximizing environmental efficiencies and benefits. As a global measurement and data analytics company, our operations do not have very resource-intensive processes such as manufacturing plants or mines, and our physical footprint is primarily our data centers and data collection operations.

Given the pressing global issues of climate change and its increasing ramifications for social justice and equity, as well as dwindling natural resources globally, we know that we can and must continue to operate with the environment in mind. We seek to do this both in the course of our day-to-day business and by harnessing the power of data to help unlock new solutions to social and environmental challenges. We carefully assess our environmental impacts and risks—for example, through our formal [Enterprise Risk Management process](#), our [nonfinancial materiality assessment](#) and a [climate-specific risk analysis](#)—and develop management systems, goals and programs to reduce our footprint and maximize our positive impacts.

ENVIRONMENTAL GOALS AND PERFORMANCE

OUR VISION

Sustainable options are a fundamental part of the decision-making process at an individual and organizational level throughout Nielsen.

OUR MISSION

To continuously identify, bring awareness to and advocate for sustainable options, in an effort to manage and reduce Nielsen’s impact on the environment by driving operational efficiencies while increasing our effectiveness.



ENERGY AND EMISSIONS

Goal:

Reduce global energy use per square foot of facility space by up to 5% by the end of 2020.

Status:

On track. As we go into 2021 with the Scope 1, Scope 2 and Scope 3 baselines, we will investigate setting absolute emission reduction targets, referencing the Science Based Targets (SBT) model.

Goal:

By the end of 2019, upgrade our live data storage in our data centers to all-flash for energy reduction and enhanced efficiency.

Status:

At the end of 2019, this effort was 64% complete; in 2020, the goal is to achieve 95% completion.



TRAVEL

Goal:

Include sustainability criteria in 100% of our major, centrally managed, global travel requests for proposals (RFPs).

Status:

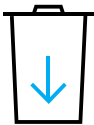
For 2018-2019, we met our goal of 100% of travel RFPs addressing multiple questions on sustainability and corporate social responsibility.

Goal:

Engage 100% of our travel suppliers on overall sustainability practices. Also, formally assess 80% of our major, centrally managed travel suppliers on environmental, social and governance (ESG) practices through our third-party sustainability scorecard process.

Status:

For 2018 and 2019, we requested complete corporate social responsibility and sustainability assessments from 100% of our major travel suppliers, covering all three major categories of Nielsen's travel spend (air travel, auto travel and hotels/accommodations); 86% of those suppliers completed assessments, exceeding our goal of 80%.



WASTE

Goal:

Ensure that virtually none of our global e-waste is sent to landfills by the end of 2020.

Status:

On track for completion by the end of 2020, with a commitment to continue the same e-waste management processes going forward.

Source: Nielsen

DETAILED DISCLOSURE: ENVIRONMENT



COMMUNITY ENGAGEMENT

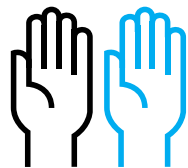
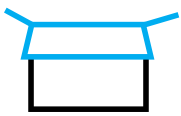
At Nielsen, we mobilize our data, expertise and time to positively impact our communities and ensure every voice counts as we strive to help shape a smarter market and drive one media truth. Through our Data for Good projects, we strategically donate Nielsen data and services to help solve critical social and environmental challenges, while also engaging our employees and expanding our capabilities in new ways across our clients and communities. Through our Nielsen Cares volunteering program, our employees make a difference with their 24 hours of annual dedicated volunteer time, through which they can connect to nonprofit organizations in their communities.

We pledge at least \$10 million each year in pro bono data and in-kind products and services—part of a larger goal to contribute a cumulative \$50 million in-kind from 2016 through the end of 2020. And we committed to achieve at least 300,000 volunteer hours from 2016 through the end of 2020. We have achieved both goals early. As of June 2019—a year and a half before our deadline—we had **logged almost 370,000 volunteer hours** since 2016 across our global employee base. And from 2016 through the end of 2019, Nielsen delivered almost \$69 million in pro bono and in-kind services for social causes.

The [Nielsen Foundation](#), a private foundation funded by Nielsen, seeks to bridge divides and enhance the use of data by the social sector to reduce discrimination, ease global hunger, promote effective education and build strong leadership.

NIELSEN CARES COMMUNITY ENGAGEMENT

IN-KIND GIVING & SKILLS BASED VOLUNTEERING



2016-2019

\$68.9 million in pro bono and in-kind projects delivered to nonprofits across the world

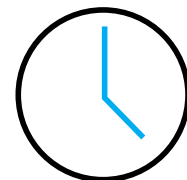
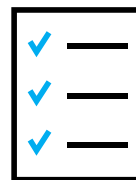
In 2018:
\$21.2 million

EXCEEDED OUR 2020 GOAL

\$10 million annually pledged by Nielsen in pro bono data, products and services, for a cumulative goal of **\$50 million** donated from 2016-2020

In 2019:
\$24.5 million

VOLUNTEER HOURS



2016-2019

24 hours of paid, dedicated volunteer time allocated to each Nielsen associate annually

In 2018:
91,000 hours logged

EXCEEDED OUR 2020 GOAL

388,000 volunteer hours logged since 2016 toward our goal of 300,000 by 2020

In 2019:
132,000 hours logged

NIELSEN GLOBAL IMPACT DAY ACROSS BOTH 2018 AND 2019



49,000
associates
volunteered

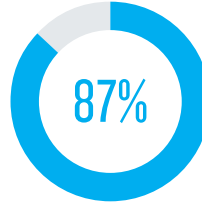


in more than
2,950 projects

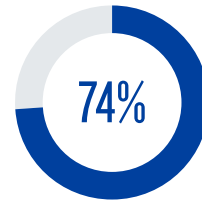


in over **90**
countries

FEEDBACK FROM OUR ASSOCIATES



of Nielsen associates say that volunteering helps them build new relationships with their colleagues, according to our latest Nielsen Cares survey.



of associates say that volunteering is a positive influence on their employee experience at Nielsen.

DETAILED DISCLOSURE: COMMUNITY ENGAGEMENT

DETAILED DISCLOSURES

GOVERNANCE DISCLOSURE

CORPORATE GOVERNANCE

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Approach to corporate governance, including the organization’s values, principles, standards and norms of behavior</p>	<p>See the Governance section introduction for an overview of our approach. Also, see our Corporate Governance Guidelines, our Code of Conduct and the charters of each of our Board committees, all of which provide the framework for corporate governance at Nielsen. All employees* and Board members are asked to certify annually to the Code of Conduct, which outlines our values, principles, standards and norms, as well as the core values that underpin our strong, unified and unique company culture. Integrity guides the way we work and interact with one another and helps to drive our growth. All of our standard supplier agreements include a requirement to abide by our Supplier Code of Conduct.</p> <p>*Except where not permitted by local laws.</p>
<p>Governance structure</p>	<p>The Board of Directors is elected by Nielsen’s shareholders to oversee management and ensure that the long-term interests of all our stakeholders are being served. See the Corporate Governance section of our website for details on our management team and Board of Directors, as well as the composition and responsibilities of our Board and its committees. See also our Corporate Governance Guidelines.</p>
<p>External initiative endorsements on economic, environmental and/or social issues and business ethics</p>	<p>Nielsen is involved with many initiatives and trade associations that have a social or environmental component. One recent example is our endorsement of the LEAD pledge. For a detailed list of our memberships, see the Stakeholder Engagement subsection.</p>
<p>Board structure and committees</p>	<p>2019 Proxy Statement, p. 10. 2020 Proxy Statement, p. 10.</p> <p>Corporate Governance Guidelines</p>
<p>Board leadership and independence, including CEO and nonexecutive roles and committee member independence</p>	<p>2019 Proxy Statement, pp. 10-12. 2020 Proxy Statement, pp. 10-13.</p> <p>Corporate Governance Guidelines</p>
<p>Board committees and roles, including Audit Committee role in overseeing controls and Audit Committee membership</p>	<p>2019 Proxy Statement, pp. 10-12. 2020 Proxy Statement, pp. 10-13.</p> <p>See also the committee charters available on our Corporate Governance website.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Director experience	2019 Proxy Statement , pp. 4-8. 2020 Proxy Statement , pp. 4-9.
Director nomination process, including consideration of diversity and experience	2019 Proxy Statement , pp. 2-3. 2020 Proxy Statement , p. 3. Nomination and Corporate Governance Committee charter
Board education	2019 Proxy Statement , p. 18. 2020 Proxy Statement , p. 18.
Board members' terms in office, length of terms and frequency of elections	2019 Proxy Statement , pp. 2-8. 2020 Proxy Statement , pp. 2-9.
Board evaluation process, including self-evaluation and independent assessments	2019 Proxy Statement , p. 13. 2020 Proxy Statement , p. 13. Corporate Governance Guidelines
Board members' ages, including age of oldest and youngest Directors	2019 Proxy Statement , pp. 4-8. 2020 Proxy Statement , pp. 4-9. Nielsen does not have an age limit for Directors. As of April 2020, the median age of our Directors is 64; 44 is the age of the youngest Director, and 73 is the age of the oldest Director.
Board diversity	In our 2019 Proxy Statement , see p. 2 for our Diversity Policy, as well as p. SUMM3 for details on the diversity of our Board. In our 2020 Proxy Statement , this information is available on p. 3 and p. SUMM3, respectively. The charter of our Nomination and Corporate Governance Committee requires that committee to consider all factors it deems appropriate—which may include age, gender, nationality and ethnic and racial background—in nominating Directors and to review and make recommendations, as the committee deems appropriate, regarding the composition and size of the Board, to ensure the Board has the requisite expertise and its membership consists of persons with sufficiently diverse and independent backgrounds. Over time, the Nomination and Corporate Governance Committee and the Board as a whole will assess the effectiveness of this policy and determine, how, if at all, our implementation of the policy, or the policy itself, should be changed.
Board member participation on other corporate boards/overboarding	2019 Proxy Statement , p. SUMM4 and pp. 4-8. 2020 Proxy Statement , p. SUMM4 and pp. 4-9.
Board mandates	Corporate Governance Guidelines
Board oversight of environmental, social and governance (ESG) issues	The Nomination and Corporate Governance Committee of our Board reviews the company's policies, practices and positions relating to corporate citizenship and sustainability.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>As such, the committee oversees corporate social responsibility, environmental quality, climate change and diversity and inclusion, among other ESG areas. While we maintain open lines of communication and engagement, the Board does not directly approve this Global Responsibility Report or other ESG reporting.</p> <p>See also:</p> <p>Nomination and Corporate Governance Committee charter</p> <p>2019 Proxy Statement, pp. 12, 15. 2020 Proxy Statement, pp. 13, 16.</p> <p>Climate Change subsection of this report</p> <p>Nielsen’s Task Force on Climate-related Financial Disclosures (TCFD) report</p>
<p>Board meeting numbers and attendance, including committee meetings</p>	<p>2019 Proxy Statement, pp. 10-12. 2020 Proxy Statement, pp. 11-13.</p> <p>Corporate Governance Guidelines</p> <p>In 2018, all Directors attended at least 88% of Board meetings. In 2019, Directors attended at least 80% of Board meetings. Committees held 22 meetings in 2019 with all directors attending 100% of applicable meetings.</p>
<p>Board member legal proceedings and conflicts of interest</p>	<p>Code of Conduct</p> <p>2019 Proxy Statement, p. 21. 2020 Proxy Statement, p. 21.</p> <p>Per the U.S. Securities and Exchange Commission’s Regulation S-k, Item 103, there are no material proceedings to which any Director, officer or affiliate of the registrant, any owner of record or beneficiary of more than 5% of any class of voting securities of the registrant, or any associate of any such Director, officer, affiliate of the registrant, or security holder is a party adverse to the registrant or any of its subsidiaries or has a material interest adverse to the registrant or any of its subsidiaries.</p>
<p>Executive compensation, including fixed and variable short- and long-term incentives and inclusion of ESG incentives</p>	<p>2019 Proxy Statement, pp. 30-71. 2020 Proxy Statement, pp. 30-69.</p> <p>Diversity is a formal aspect of the job responsibilities, and thus the compensation, of our CEO & Chief Diversity Officer, David Kenny. The Compensation Committee of our Board of Directors makes its decisions based on its assessment of both Nielsen and individual performance against goals, as well as on its judgment as to what is in the best interests of Nielsen and its shareholders. This includes a comprehensive assessment of both quantitative and qualitative measures, which include advancing a truly diverse and inclusive workforce.</p>
<p>Use of external compensation consultants</p>	<p>2019 Proxy Statement, p. 52. 2020 Proxy Statement, p. 53.</p>
<p>Fixed and variable compensation for nonexecutive Board members</p>	<p>2019 Proxy Statement, pp. A-5, A-9, B-8, B-9. 2020 Proxy Statement, pp. A-2, A-3, A-4, B-8, B-9.</p>

ETHICS AND COMPLIANCE

Note: See the [Supply Chain Management](#) section for more information on ethics and compliance risk assessment and controls related to our suppliers. Also, our [Code of Conduct](#) provides additional detail relevant to the majority of the information requested below.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Approach to managing ethics and compliance, including anti-corruption policies and management, anti-competitive behavior, professional integrity and duty of care, and Code of Conduct implementation</p>	<p>Our global Compliance & Integrity program is dedicated to ensuring ethical and legal behavior across Nielsen—from the C-suite through to the most junior associates all over the world. While upholding our high ethical standards is the responsibility of all our associates, functional responsibility for managing our Compliance & Integrity efforts sits with a dedicated group within our Legal & Corporate Affairs team, reporting directly to our Chief Legal & Corporate Affairs Officer and with oversight from our Board of Directors.</p> <p>Our Code of Conduct is a core element of this program. The Code establishes clear expectations and guidelines for all associates, prohibiting corruption, bribery, facilitation payments, fraud, discrimination, anti-trust/anti-competitive practices, money laundering, insider trading and more; it also requires associates to avoid and disclose conflicts of interest. The Code also sets forth expectations and guidelines for positive behaviors, including treating everyone with respect, valuing diversity, protecting human rights and speaking up to report Code violations without fear of retaliation. Underlying the Code are more-detailed internal policies—for example, a Global Anti-Corruption Policy—to guide associates in their day-to-day activities. The Compliance & Integrity program partners with a cross-functional team of stakeholders to ensure that global, internal Nielsen policies are up to date and relevant for current business activity. Our Board of Directors has approved our Code, and it is available in more than 40 languages.</p> <p>The Code applies to everyone at Nielsen, including our subsidiaries and affiliates that we control. The Code also applies equally to the members of our Board, our senior officers and every employee, whether full time, part time or temporary. Nielsen independent contractors and contingent workers are expected to be familiar and comply in full with the Code when acting on Nielsen’s behalf. We choose to do business with other companies that follow these same principles. Nielsen suppliers are expected to know and follow the guidelines in the Nielsen Supplier Code of Conduct and in turn to hold their suppliers and subcontractors to the same high standards.</p>
<p>Ethics and anti-corruption communication, training and certification</p>	<p>We ask our Board and all employees—except where not permitted by local laws—to annually certify that they understand and will abide by our Code of Conduct. This certification is completed following an annual online training course. Other targeted training is provided to employees as appropriate, including on topics such as anti-corruption, protecting human rights, complying with the General Data Protection Regulation, and data integrity. We also provide training for associates whose roles involve greater corruption risk exposure and those who can most effectively detect and prevent corruption as a function of their day-to-day responsibilities. Also, our global Finance organization receives anti-corruption training each year.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>We require compliance with the Code as a condition of employment, and thus this compliance is linked directly to employee compensation. Nielsen takes all violations of the Code seriously. If, following an investigation, a violation is found, Nielsen will determine the appropriate consequences in accordance with local laws, which may include disciplinary action up to and including termination.</p> <p>We offer multiple options for our associates to speak up and raise any concerns or questions they may have. One option is our Helpline, which is managed by an outside service provider, NAVEX Global Inc., and provides a mechanism for anyone with a concern to connect confidentially by phone or through their dedicated website for Nielsen. This independent reporting service ensures that all concerns are heard and, as needed, investigated through the proper channels.</p> <p>We enhance the reach of our Compliance & Integrity program with the Integrity Ambassador program. Currently active in more than 30 countries, Integrity Ambassadors serve as “diplomats” of integrity in our offices, spreading the word about Nielsen’s expectations for ethical behavior, how to find answers to questions about doing the right thing and how to raise a concern when something doesn’t seem right. The Ambassadors help to tailor communication plans to each particular market, participate in town halls and build awareness of expectations and resources, all of which helps to ensure compliance with our Code of Conduct.</p> <p>Our Compliance & Integrity program communicates regularly with Nielsen associates around the world through Global Integrity Updates and information included within other global Nielsen communications.</p> <p>To encourage, reward and provide examples of ethical conduct, every year we give the Integrity Award to a Nielsen associate who sets an example when it comes to compliance and integrity in their work and relationships with others. This award is given to employees who show courage and a commitment to always do the right thing—even, and especially, when it is not the easiest thing—and who lead and inspire others to live by the Code of Conduct and positively impact our business through their ethics. Nominations are collected from associates around the world, and senior leaders review and select the winner(s), who have come from countries such as Vietnam, the Czech Republic, Egypt, Chile, the U.S., Bangladesh and Algeria.</p>
<p>Ethics reporting and whistleblower process and protection</p>	<p>We encourage associates to Speak Up about any concerns of misconduct, without fear of retaliation. Our Speak Up tools include a telephone and web Helpline and email addresses to contact independent third-party representatives, as well as our Compliance & Integrity Leaders around the world. Associates and third parties are able to use these tools to anonymously seek clarification, share information and report grievances using the “Ask a Question” feature via the Helpline. Details about how to call the Helpline or file a claim online—including direct contact information for Integrity Leaders by country—are available in our Code of Conduct and on our intranet.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Through our Speak Up program, our Compliance & Integrity Leaders intake reports of misconduct (directly or through the Helpline) and ensure that the concerns are reviewed and investigated in an impartial and timely fashion.</p> <p>When a Code of Conduct violation is reported, Integrity Leaders work with the relevant stakeholders to determine the appropriate next steps to investigate and resolve the report. If the report is substantiated, an assessment is made as to whether discipline is required and, if so, what level of discipline. Discipline can vary from warnings to termination.</p> <p>The Compliance & Integrity team utilizes data about prior outcomes to inform disciplinary decisions, in order to support and strengthen Nielsen’s commitment to organizational justice.</p>
<p>Risk assessments and audits of internal ethics controls, approval for sensitive transactions and financial controls</p>	<p>Our formal Enterprise Risk Management process and supply chain risk assessments include the assessment of risks related to ethics and corruption in our own operations and our suppliers’ operations.</p> <p>Our Compliance & Integrity team and Corporate Audit Staff (CAS) work together to assess and inform local business contacts across functions such as Legal, Finance, Human Resources (HR), Operations and Sales regarding anti-corruption risks and obligations. This is done through detailed questionnaires to local business contacts regarding their knowledge of anti-corruption risks and obligations. This global approach to addressing risks at the local level enables our teams to put in place new processes and procedures for operations or functions at higher risk of corruption wherever this more tailored approach may be needed.</p> <p>To mitigate sourcing risk in our accounts payable process, new vendors are vetted by Global Procurement before being entered into our vendor master database. Nielsen uses external data sources to ensure, among other things, that there are no sanctions or law enforcement activity against the vendor and no regulatory enforcement actions in progress during our comprehensive vetting process.</p> <p>As part of its audit process, CAS leads an anti-corruption training to review the U.S. Foreign Corrupt Practices Act (FCPA) and U.K. Bribery Act. Additionally, CAS distributes an FCPA questionnaire, which requires local business contacts from Finance, HR, Operations and Sales to provide input on their knowledge regarding the FCPA and any potentially corrupt payments. CAS reviews the responses and escalates any concerning responses. CAS also performs disbursement reviews to ensure there are proper controls in high-risk areas such as travel and expenses, auditor advances and panel incentives. This oversight helps to ensure that our operations and activities align with government laws and regulations everywhere we operate. We do not operate in any country without the legal right to do so. Where relevant, CAS audits also encompass a broad range of ESG-related topics to ensure country leaders are aware of risks, regulations and any relevant issues.</p> <p>CAS remains engaged throughout post-audit remediation processes as relevant to ensure solutions are efficient and sustainable in the long term. CAS uses its audit expertise to partner on strategic initiatives and drive regionwide control improvements when risks or gaps are identified.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>CAS also provides internal audits of company financial information, independently reviewing the accuracy of that information, assessing financial processes and evaluating the effectiveness of financial controls for Nielsen’s global business units. The audits are split into two sections: Sarbanes-Oxley and risk-based reviews. Through this approach, CAS ensures coverage of Nielsen’s largest entities as well as high-risk entities that are selected based on several criteria, including but not limited to integrity concerns, turnover, growth and other risk indicators identified by management. The CAS team’s audits and reviews substantially cover our global revenue and assets, and overall coverage has increased year over year. The results of the CAS team’s reviews are reported quarterly to the Chief Financial Officer and the Board’s Audit Committee.</p> <p>In addition to CAS, our operational internal audit teams perform independent assessments of critical operational controls to determine compliance and effectiveness against established standards and benchmarks. As it relates to our Media business, for example, our internal audit team reviews sample design, including universe estimates, to ensure that our data collection processes are sound and our data is accurate. Our team also periodically visits panel households, verifying household demographics and television channel reception. We design and conduct these audits based on any known or potential risks inherent to our services.</p> <p>We have also invested in an overall global Financial Controllership organization. Maintaining strong financial controls helps to ensure that our financial statements are materially accurate. We have many employees dedicated to financial controllership around the world, including general accounting associates, billing/credit/collections associates, consolidation teams, operational controllers, revenue controllers, market controllers, corporate controllers and our Global Financial Controlling Center of Excellence leaders. This vast network provides Nielsen coverage over all the countries in which we operate, from both a statutory and a U.S. Generally Accepted Accounting Principles (GAAP) point of view. This team is responsible for closing the books on a monthly basis, reconciling all general ledger accounts, ensuring that financial systems align, and reviewing and understanding balance sheet movements. Our controllers also support various audits each year, including local GAAP audits, internal audits and Sarbanes-Oxley Act audits. It is important that our controllers be connected to the businesses they support as well. This allows the team to be better business partners, assisting in various process improvement and simplification projects.</p>
<p>Anti-bribery/anti-corruption measures with business partners, including due diligence</p>	<p>We assess risks for bribery and corruption in our supply chain as part of our supply chain risk assessment process. All suppliers are requested to comply with our Supplier Code of Conduct, and in turn to hold their suppliers and subcontractors to the same high standards. Our Supplier Code includes anti-bribery and anti-corruption commitments as part of our standard contractual obligations. When appropriate based on risk, we conduct extensive due diligence on potential suppliers’ internal programs for managing ethics and avoiding corruption. Additionally, as already mentioned, Nielsen independent contractors and contingent workers are expected to be familiar and comply in full with the Code when acting on Nielsen’s behalf.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Nielsen’s anti-corruption and bribery policies and requirements are also communicated to all suppliers as part of our procurement supplier registration. See the Supply Chain Management section for more details.</p>
<p>Ethics and ESG compliance incidents and fines</p>	<p>There were no cases or fines associated with ethics, corruption, lack of professional integrity or other ESG issues during the reporting period, including incidents related to false or misleading advertising, misleading communications, breach of customers’ data privacy, any other privacy violations, product quality and safety, or anti-competitive practices. Whether an incident is a confirmed case of corruption involves legal determinations and privileged and confidential legal advice. We also did not have any instances of noncompliance with environmental laws or regulations, and we did not receive any fines from the Federal Trade Commission during the reporting period. No business partners’ contracts were terminated for corruption violations during the reporting period.</p>
<p>Use of external auditors, including fees paid, shareholder ratification and years auditor has been employed</p>	<p>2019 Proxy Statement, pp. 23-24. 2020 Proxy Statement, pp. 24-25.</p>

SHAREHOLDER RIGHTS

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Share classes and voting rights</p>	<p>We do not have multiple share classes with different voting rights. Per Nielsen’s Articles of Association, unless otherwise decided by the Directors, a resolution put to the vote of a general meeting must be decided by a poll taken at the meeting. Every qualifying member present and entitled to vote on the resolution has one vote in respect of each share held by the relevant member.</p>
<p>Shareholder vote on compensation, disclosure of shareholder vote results and significant votes against management</p>	<p>2019 Proxy Statement, pp. 72-73. 2020 Proxy Statement, pp. 70-72.</p> <p>The results of shareholder votes are listed in our 8-K.</p> <p>There were no significant votes against management during the reporting period.</p>
<p>Shareholder ability to call special meetings</p>	<p>Per Nielsen’s Articles of Association, unless otherwise decided by the Directors, a resolution put to the vote of a general meeting will be decided by a poll taken at the meeting. Subject to any rights or restrictions as to voting attached to any class of shares and subject to disenfranchisement (i) in the event of nonpayment of any call or other sum due and payable in respect of any shares not fully paid, or (ii) in the event of any noncompliance with any statutory notice requiring disclosure of an interest in shares, on a poll taken at a meeting, every qualifying shareholder present and entitled to vote on the resolution has one vote for every Nielsen-U.K. Share of which he, she or it is the holder.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Presence of a controlling shareholder	Nielsen does not have a controlling shareholder.
Top shareholders	2019 Proxy Statement , p. 82. 2020 Proxy Statement , p. 78.
Preferred stock issuance authority	This is covered in Section 60 of Nielsen's Articles of Association .
Takeover provision	Per Nielsen's Articles of Association , an English public limited company is potentially subject to the U.K. City Code on Takeovers and Mergers (the "Takeover Code") if, among other factors, its place of central management and control is within the U.K., the Channel Islands or the Isle of Man. The Takeover Panel will generally look to the residency of a company's Directors to determine where it is centrally managed and controlled. The Takeover Panel has confirmed that, based upon Nielsen-U.K.'s current and intended plans for its Directors and management, the Takeover Code (as currently drafted) does not apply to Nielsen-U.K. However, it is possible that, in the future, circumstances could change that may cause the Takeover Code to apply to Nielsen-U.K.
ESG strategy presented to shareholders and investors	2019 Proxy Statement , pp. 15-18. 2020 Proxy Statement , pp. 16-18. Additionally, we provide regular updates about our ESG strategy, commitments and recognition via our ESG Highlights overview on our Investor Relations webpage and via the "Responsibility & Sustainability" tab on Nielsen News Center .
Annual meeting notice	2019 Proxy Statement , pp. NOT1-NOT3. 2020 Proxy Statement , pp. NOT1-NOT4.

RISK MANAGEMENT

The management of climate-related risks is discussed in detail in the [Environment](#) section and in our [TCFD report](#).

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Risk management process and risks identified, including the use of risk correlation analysis, time horizon, employee ability to report risks, and internal control coverage of ESG and operational risks	Our Enterprise Risk Management (ERM) framework helps us to identify, evaluate, manage and develop mitigation plans for financial and nonfinancial risks. The goal of our ERM program is to ensure that leaders are well-informed about Nielsen's risk landscape so they can make educated, strategic decisions that lead to sustainable growth. Through this program, regional business owners are required to report back on their assessment of business risks in 21 specific categories, and corporate business leaders are required to report on risks in seven categories. These risk areas include, but are not limited to, Data Integrity, Customer Relations, Conflicts of Interest, and Acquisitions/Divestitures. All leaders and teams are expected to build in measures for continuous improvement on risk management as it relates to our regular engagement through our ERM framework and beyond; leaders and teams with product development and management oversight are expected to build their understanding of these risks into the product development and approval process. We also do correlation analyses of key risks identified for both the financial and business risk categories.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>We have identified and regularly track three risk categories that are explicitly related to ESG issues: Climate Change; Health, Safety & Human Rights; and Disaster Recovery/Business Continuity. Climate Change was added as a stand-alone risk area in early 2018; it was previously addressed under Disaster Recovery/Business Continuity.</p> <p>This new standalone category includes adverse financial, strategic or operational impact as a result of—among other risks—an inability to provide climate-focused solutions to address the unique needs of business in a climate-impacted world. Our global climate risk assessment, which looked at climate-related physical and transition risks for Nielsen in the short and long terms—and across multiple scenarios aligned with a 2 degrees Celsius future—also complements our ongoing engagement on this risk area. See the Environment section and our TCFD report for more on how we identify and manage climate-related risks.</p> <p>Health, Safety & Human Rights-related risks are linked to adverse financial, legal and reputational impacts as a result of failure to provide safe working environments for our employees, or to protect employees from discrimination, harassment or external threats. Disaster Recovery & Business Continuity risks are linked to adverse impacts resulting from the inability to properly respond, continue business operations or meet client demands in the event of unforeseen incidents, including natural or manmade disasters.</p> <p>We assess risks in the short term (one to two years), medium term (three to five years) and long term (six to ten years).</p> <p>For more on risks identified, see our 2018 10-K, pp. 15-21, and our 2019 10-K, pp. 17-30.</p>
<p>Board-level engagement in risk management, including engagement by nonexecutive Board members and risk management expertise and education</p>	<p>2019 Proxy Statement, pp. 4-8, 19. 2020 Proxy Statement, pp. 4-9, 19.</p>
<p>Risk management governance, including monitoring responsibility</p>	<p>At the Board level, risk management is overseen by the Audit Committee (see 2019 Proxy Statement, pp. 4-8, 19; 2020 Proxy Statement, pp. 4-9, 19). On a day-to-day basis, risk management is overseen by our Corporate Secretary, who reports to our Chief Legal & Corporate Affairs Officer.</p> <p>We hold one formal risk reporting meeting per year with the ERM Leadership Committee (composed of top executives) and three less-formal, more collaborative “risk-sharing” conference calls with risk owners and risk experts across functions and geographies. To help ensure an effective risk culture throughout the company and foster continuous improvement, the ERM process is supplemented with weekly newsletters, onboarding trainings, workshops and social media posts relating to risk management.</p>
<p>Risk management training</p>	<p>As mentioned above, Nielsen conducts periodic trainings to educate employees about emerging risk areas that are pertinent to the company and its strategic objectives.</p>

STAKEHOLDER ENGAGEMENT

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Process for soliciting and incorporating stakeholder feedback, and primary stakeholders engaged</p>	<p>Because of the nature of our business—collecting and analyzing data and feedback from consumers, so that our clients can better understand the forces that influence consumer behavior and ultimately improve their business strategies—we uniquely understand the importance of hearing from a diverse group of stakeholders about all aspects of our business and operations, in order to continue to drive improvements.</p> <p>Nielsen interacts with a variety of external individuals and organizations in our regular course of business, as described in the examples below, as well as through the process of conducting our regular nonfinancial materiality assessments. These opportunities to proactively listen to our stakeholders are key to our strategic and evolving ability to directly and indirectly create value through our business and in our communities, today and into the future. We’re committed to incorporating stakeholder feedback into our processes, business strategy and global responsibility and sustainability programs. Beyond seeking to better understand how stakeholders view Nielsen today, we also use this feedback to identify future potential risks and opportunities, including emerging issues that could affect Nielsen’s business success and stakeholder relationships.</p> <p>In order to conduct our nonfinancial materiality assessments, we engage stakeholders directly or through proxies across all aspects of our value chain. The results of these assessments inform our strategic approach, including our ongoing communications about Nielsen’s overall commitments; how we proactively respond to ESG-related inquiries from investors, clients and other stakeholders; and how we allocate resources to areas of greatest impact and importance to Nielsen. These issues cut across all aspects of our business, operations and value creation through our client and industry relationships, our employee base and our communities.</p> <p>The following describes the primary types of stakeholders with whom we engage, and how we engage with them:</p> <p>Clients: We engage with clients on a regular basis, both individually and through client committees, to gain direct input and insights that will enhance the quality of our measurement and methodologies for the industries we serve. As part of our commitment to driving an improved client experience, throughout 2019 we began adoption of a single technology platform, Client Service Online 2.0, to track and service client requests. This enables greater insights on client requests and shapes how we can drive better value for clients. As part of this platform’s feature set, an optional Client Satisfaction Survey has been introduced to gather feedback on how we service each client’s request. An ongoing Customer Experience initiative will determine whether we should introduce further questions to this survey and/or re-assess the baseline criteria for overall key performance indicators of success. We take all client feedback seriously and address all concerns as needed. While we do track client feedback, we don’t share this information publicly because of client privacy concerns.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Media research: The Media Rating Council (MRC) plays an important role in providing third-party validation that Nielsen’s products and services meet or exceed the highest industry standards. In addition to supporting the MRC’s accreditation audit process, Nielsen provides valuable industry leadership by participating in their working groups, standard-building projects and other conversations on matters relevant to the media measurement industry.</p> <p>Suppliers: We engage with key suppliers on ESG issues multiple times a year—through written correspondence and requests for reporting, in person at their facilities, on conference calls and at conferences. We require standardized, third-party assessments of suppliers’ ESG performance, which then serve as catalysts for meaningful engagement and discussion via our sourcing managers, in an effort to drive continuous improvement. We’ve also developed a Supplier Toolkit as a resource for suppliers to help improve their sustainability performance.</p> <p>Consumers: We have extensive contacts with individuals and families all over the globe as we collect data to better understand consumer behavior. Our field and membership representatives and retail auditors visit panelists’ homes and local stores worldwide to collect data. We are committed to acting in the best interest of those consumers, especially in terms of protecting the privacy and security of their information.</p> <p>Investors: Our Investor Relations team engages regularly with investors through individual meetings, conferences, nondeal roadshows, quarterly earnings calls and an annual investor day. Details about our investor engagement can be found on our Investor Relations site, where we also provide information for investors about our ESG efforts through resources such as our ESG Highlights overview.</p> <p>Creditors: Senior management periodically meets with key creditors in person or via conference calls, and has hosted multi-participant meetings. Through our Investor Relations and Treasury functions, we respond, as appropriate, to inbound inquiries from both debt analysts and key creditors. As a levered company, it is important that Nielsen has access to the various debt markets and on reasonable terms at all times. This allows Nielsen to fund growth initiatives including capital expenditures and potential acquisitions, and provides the company with appropriate liquidity cushions through the economic cycle.</p> <p>Industry associations: We recognize the importance of engaging with industry trade organizations, strategic business partners, industry influencers, value-added resellers, and nongovernmental and community organizations. A comprehensive list of our association memberships is provided below. As it relates to ESG-related charters, principles, or initiatives, we take an open view and may join new or other initiatives as they emerge. Some examples for Nielsen include our alignment with the Sustainability</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), and the Global Reporting Initiative (GRI) as it relates to this Global Responsibility Report. We have also committed to a variety of pledges, including our CEO's commitment to the LEAD Network CEO Pledge to advance women in leadership at Nielsen. Additionally, as mentioned in our Global Commitment to Human Rights, we have aligned our approach with the United Nations' (U.N.'s) Guiding Principles on Business and Human Rights, the U.N.'s Universal Declaration of Human Rights, the International Labour Organization's Conventions, and the human rights-related recommendations set forth in the Organisation for Economic Co-operation and Development's Guidelines for Multinational Enterprises. We are also members of the Responsible Business Alliance, Responsible Labor Initiative and the Responsible Minerals Initiative.</p> <p>Nielsen External Advisory Councils: We seek ideas and insights from external stakeholders to help us strengthen our diversity and inclusion efforts. For more than a decade, we have maintained three External Advisory Councils composed of diverse data and measurement industry experts and business and community leaders: the African American Advisory Council, the Asian Pacific American Advisory Council and the Hispanic/Latino Advisory Council. These trusted advisors have shared their views on how Nielsen can better recruit, represent and reflect the unique purchasing and viewing habits of multicultural communities in the U.S. Council members are both our accountability partners and our ambassadors within their respective communities.</p> <p>Communities: We regularly donate volunteer time and pro bono data to nonprofit organizations around the globe in an effort to make a tangible difference in our communities. More information about these ongoing efforts can be found in the Community Engagement section of this report.</p> <p>Employees: We have employees in every major region of the globe, so we work hard to keep in close communication with them and ensure we are all aligned and working toward common goals. Companywide, we conduct a myVoice employee engagement survey every year; the survey includes questions on engagement, compensation and work-life balance, among other topics. All Nielsen employees are encouraged to engage across functions and geographies through companywide resources, such as our Google Currents suite of online communities for collaboration and information sharing, as well as through regular global town hall meetings and other events. We also have a variety of employee engagement platforms, such as volunteer leadership opportunities through Nielsen Cares and Nielsen Green, as well as our Employee Resource Groups.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Memberships in industry and advocacy associations, as well as funding of research organizations</p>	<p>The following is a representative, though not exhaustive, list of associations Nielsen was a member of during the reporting period. Where appropriate and relevant to our business strategy, Nielsen may also fund research conducted in collaboration with respected industry bodies such as these.</p> <ul style="list-style-type: none"> • Advertising Research Foundation • Australian Food and Grocery Council • American Chamber of Commerce to the European Union • Americans for Tax Reform Foundation • Audience Measurement Coalition • Boston College Center for Corporate Citizenship • Cable & Telecommunications Association for Marketing • California Grocers Association • Category Management Association • Centre for Information Policy Leadership • Chief Executives for Corporate Purpose • Commercial Communications Council • Conference Board • Consumer Goods Forum • Consumer Healthcare Products Association • Digital Dialogue Forum • Drinks Association • European Internet Forum • New Zealand Food and Grocery Council • Food Marketing Institute • Global Market Development Center • Grocery Manufacturers Association • Information Technology Industry Council

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<ul style="list-style-type: none"> • Insights Association • Interactive Advertising Bureau • Media & Entertainment Services Alliance • National Association of Broadcasters • National Association of Chain Drug Stores • National Association of Convenience Stores • National Grocers Association • New Democratic Network • Magazine Publishers Association • Paley Center for Media • Responsible Business Alliance • Responsible Labor Initiative • Responsible Minerals Initiative • US-ASEAN Business Council • U.S. Chamber of Commerce • World Economic Forum

PUBLIC POLICY

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Approach to political involvement and public policy</p>	<p>Our Public Policy & Government Relations team interacts with elected officials to explain our products and promote the use of measurement to create thriving markets and communities. We advocate on issues related to our business, such as U.S. Census funding, diversity in media, media ownership, tax reform, privacy, e-commerce, digital advertising, TV audience measurement and more.</p> <p>Nielsen does not currently use corporate funds to make direct contributions to candidates, political parties, political action committees (PACs), SuperPACs, political committees, 527 groups, ballot question committees or 501(c)(4) organizations, or to pay for independent expenditures. We maintain a federal PAC, which allows eligible Nielsen employees to pool their resources and support candidates whose positions are consistent with Nielsen's. Our Nielsen Code of Conduct includes a section on participating fairly and lawfully in political processes; it expressly prohibits employees from attending political events or making donations on Nielsen's behalf, or using Nielsen funds.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE										
	<p>See the Public Policy page of our website for complete information about our government relations work, including links to detailed reports about our lobbying activities and expenditures.</p>										
<p>Focus areas for engagement with policymakers</p>	<p>In 2018 and 2019, the following issues were the focus of our engagement with policymakers:</p> <ul style="list-style-type: none"> • Advocating for full funding of the 2020 U.S. Census and appropriations for the U.S. Census Bureau • Advocating in favor of federal privacy legislation • Advocating for diversity in technology • Support for Deferred Action for Childhood Arrivals (DACA) 										
<p>Total amount of political contributions</p>	<p>We report U.S. political contributions through the Federal Election Commission website.</p> <p>In the 2017-2018 cycle, Nielsen’s PAC contributed \$30,000. In the 2019-2020 cycle, as of February 2020, the PAC contributed \$6,000.</p>										
<p>Total spending on lobbying and trade associations</p>	<table border="1" data-bbox="459 926 1489 1192"> <thead> <tr> <th></th> <th>2017-2018 Cycle</th> <th>2019-2020 Cycle (As of February 2020)</th> </tr> </thead> <tbody> <tr> <td>Lobbying, interest representation or similar</td> <td>\$360,000</td> <td>\$380,000</td> </tr> <tr> <td>Trade associations</td> <td>\$172,500</td> <td>\$172,500</td> </tr> </tbody> </table> <p>In 2018, of the \$35,000 we paid to the U.S. Chamber of Commerce, 25% was used for lobbying. Of the \$125,000 in membership dues paid to the Information Technology Industry Council, 17.5% was attributable to lobbying. And of the \$12,500 in membership dues paid to the US-ASEAN Business Council, 1% was attributable to lobbying.</p> <p>For 2019, 20% of the \$35,000 contribution made to the U.S. Chamber of Commerce was used for lobbying. Of the \$125,000 in membership dues paid to the Information Technology Industry Council, 17.5% was attributable to lobbying. And of the \$12,500 in membership dues paid to the US-ASEAN Business Council, 1% was attributable to lobbying.</p> <p>Links to detailed reports of Nielsen’s lobbying activity can be found below:</p> <ul style="list-style-type: none"> • Senate Office of Public Records – lobbying reports • Clerk of the House of Representatives – lobbying reports 			2017-2018 Cycle	2019-2020 Cycle (As of February 2020)	Lobbying, interest representation or similar	\$360,000	\$380,000	Trade associations	\$172,500	\$172,500
	2017-2018 Cycle	2019-2020 Cycle (As of February 2020)									
Lobbying, interest representation or similar	\$360,000	\$380,000									
Trade associations	\$172,500	\$172,500									

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Details on policy engagement activities related to climate change, and process to ensure consistency of activities to influence climate change policy</p>	<p>Nielsen’s Global Responsibility & Sustainability and Public Policy & Government Affairs teams collaborate, along with other teams and subject matter experts, to ensure that Nielsen’s direct and indirect activities with stakeholders, including policymakers, are consistent with our overall strategy, including our approach to climate change. Where appropriate, we have shared our approach to environmental sustainability and its related impact on climate change with policymakers through our Public Policy & Government Affairs team’s regular engagement and outreach efforts.</p> <p>The most recent update to our global climate risk assessment, and our evaluation of its impact on our operational strategy and integration into ongoing functions, helps to ensure alignment between our climate change strategy and activities across the business.</p> <p>For more detail on how we are addressing climate change, see the Climate Change, Emissions and Energy Use section, our TCFD report and Nielsen’s Global Environmental Policy and Guidelines Across Functions.</p>
<p>Approach to tax, including tax risk management, Board oversight and governance</p>	<p>We are committed to complying with tax laws in a responsible manner and to having open, constructive and transparent relationships with tax authorities everywhere we operate around the globe. We have a publicly available Tax Strategy that applies to Nielsen Holdings plc and all subsidiary Nielsen entities; it is composed of five key components: tax planning, relationships with governments, transparency, tax risk management and governance. See the Tax Strategy for more on these topics as well as on Board oversight and governance relating to tax.</p>
<p>Taxes paid and effective tax rate</p>	<p>The effective tax rates for the years ended Dec. 31, 2019 and Dec. 31, 2018 were 39% and 21%, respectively.</p> <p>2018 10-K, footnote 14</p> <p>2019 10-K, pp. 46, 111</p>

SUPPLY CHAIN MANAGEMENT

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Supply chain description and changes</p>	<p>We have approximately 10,000 active suppliers in our procurement system and spend approximately \$2 billion with our suppliers annually.</p> <p>The bulk of our supply chain spend, approximately 76%, is in technology and telecommunications, including data processing and data centers; computer programming, consultancy and related services; telecommunications and related services; and software and related services. Technology companies in our supply chain tend to be large, publicly traded, multinational enterprises headquartered in the U.S. or Europe. A relatively small subset of our technology suppliers are contract manufacturers who make Nielsen-designed electronic measurement devices, which are used to track television viewership, radio listening and so forth with our research panels. These contract manufacturer suppliers tend to be small to medium-sized enterprises, often in emerging market countries.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>The next largest percentage of spend, or approximately 22%, is spent on professional services, which encompass financial services and insurance; office supplies; shipping; staffing; real estate facilities and management; and travel services such as air and auto transportation and accommodations. These suppliers tend to be large, publicly traded companies, often headquartered in the U.S. or Europe.</p> <p>The balance of our spend is on marketing research and related services, as well as call centers. These suppliers, which are often small to medium-sized enterprises, are located in both developed and emerging market countries.</p> <p>The primary change in our supply chain during the reporting period was the migration of more of our data to the cloud and cloud service providers. Significantly, Nielsen migrated its core National Television Audience Measurement processing from traditional, on-premise server processing to a cloud-based infrastructure.</p>
<p>Approach to procurement practices, including details on Supply Chain Code of Conduct</p>	<p>We recognize that our institutional spend with suppliers around the world comes with risks and impacts that are of concern to our company and our stakeholders—risks relating to climate change, energy use, human rights, conflict minerals, and data privacy and security, among others. Just as consumers collectively have immense purchasing power, as a global company, our institutional spend of over \$2 billion can be a demand signal in the marketplace.</p> <p>Our standard contract terms request that our suppliers abide by the Nielsen Supplier Code of Conduct, which is available in 39 languages and conveys our expectations in areas such as human rights, health and safety, environmental management, ethics, and management systems. Nielsen's Supplier Code was adapted from the supplier code of conduct of the Responsible Business Alliance, formerly the Electronic Industry Citizenship Coalition. We provide online training on the Code for suppliers. One hundred percent of our Global Procurement team have been trained on our Supplier Code of Conduct, along with three Global Procurement team members who have been trained to audit suppliers' compliance with this Code.</p>
<p>Process for identifying and managing sustainability risks in the supply chain, including monitoring and measuring compliance, assessing supply chain environmental impacts, and risk analyses per purchasing category</p>	<p>Our supply chain sustainability program systematically addresses ESG risks and opportunities in our supply chain. Managing our supply chain's ESG impacts begins with an understanding of the effects, both positive and negative, of our purchasing. Our Global Procurement team monitors ESG risks on a continuous basis through multiple tools and business processes including an annual, in-depth analysis conducted every spring, of all of the categories and industry segments in our supply chain. ESG impacts and risks are determined by industry, sector, size, geographic location and company-specific practices and policies. The major categories of supply chain risks we have identified, which remain fairly stable from year to year, are as follows:</p> <ul style="list-style-type: none"> <p>Environmental impact: The major environmental impact within Nielsen's supply chain is the energy used by data centers, information technology (IT) infrastructure and large commercial buildings, along with greenhouse gas (GHG) emissions from air travel.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<ul style="list-style-type: none"> • Social impact: The major social impact within Nielsen's supply chain relates to labor practices, including the health, safety and well-being of the temporary and permanent workers employed by our outsourced suppliers. The greatest risk in this category relates to human rights and labor violations, such as those regarding working conditions (working hours, remunerations, benefits, etc.) and discrimination. The supplier category most exposed to this risk is the contract manufacturing supplier segment, which is composed of electronics factories, primarily in Asia. • Governance/ethical impact: The major ethical impact within Nielsen's supply chain concerns third-party data privacy and security issues related to the collection of the consumer data that is at the core of our business products. Data privacy and security breaches have been identified as major material impacts enterprisewide and are substantially addressed by internal Nielsen teams who serve as dedicated resources for privacy and security. Our supply chain management processes identify where prospective suppliers trigger a risk in this area and route them into the overall management of data privacy by our Legal, Privacy and IT Security teams. This risk is most prevalent within the category of suppliers that provide marketing research and data collection services.
<p>Supplier sustainability assessments, including scope of human rights-related assessments, suppliers assessed for ESG impacts, approach to corrective action, and definition of critical suppliers</p>	<p>Through our Global Procurement team, we seek to manage our supply chain in an ethical, legal and socially responsible manner. We solicit supplier diversity and sustainability information during the request for proposal (RFP) process for new suppliers. We screen all vendors that register through our core accounting systems for corruption and sanctions.</p> <p>In 2019, we further embedded ESG management of our supply chain into our procurement systems by adding several required questions on ESG performance to our supplier registration process. With these questions, we are engaging at the broadest level in our supply chain—with every supplier registered in our system—on their ESG policies, practices and outcomes.</p> <p>We also continued our supplier ESG assessment and scorecarding program in 2019, with assessments of more than 100 of our key strategic suppliers in 26 countries and five global regions, representing 67% of our critical supplier base and over 90% of our managed spend. We assess the sustainability risks associated with our strategic suppliers on an annual or biennial frequency, depending on risk exposure. These third-party assessments cover a variety of key ESG issues, including climate impacts and GHG emissions, energy consumption, waste management, human rights, anti-corruption, bribery and more. We require assessments of suppliers that:</p> <ul style="list-style-type: none"> • Are critical to our core business of measuring what consumers watch and what they buy; • Are part of the largest percentages of our spend; and/or • Have high risk exposure in environmental, social or governance performance.

INFORMATION REQUESTED	NIELSEN DISCLOSURE										
	<p>In 2018, we included supplier sustainability assessments as a contractual requirement through our Supplier Code of Conduct for suppliers who meet a \$1 million spend threshold or are deemed to be exposed to risk due to industry or geography.</p> <p>Supplier sustainability assessments address the following topics:</p> <ul style="list-style-type: none"> • Environmental issues: energy consumption and waste management practices and results • Social issues: human rights and discrimination policies, practices and results • Governance/ethical issues: business ethics, data privacy, security, anti-corruption and bribery • Sustainable procurement issues: integration of environmental and social factors in supply chain management <p>Suppliers are scored for each of these categories and then given an overall score, which can range from 1 to 100 (1=High Risk; 100=Best in Class). The lowest-scoring supplier companies receive corrective action plans aimed at helping to increase their scores.</p> <p>Tier 1 Suppliers Undergoing Sustainability Assessments</p> <table border="1" data-bbox="461 1024 1495 1350"> <thead> <tr> <th>Year</th> <th># of suppliers assessed</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>54</td> </tr> <tr> <td>2017</td> <td>82</td> </tr> <tr> <td>2018</td> <td>101</td> </tr> <tr> <td>2019</td> <td>103 (Including 100% of high-risk suppliers)</td> </tr> </tbody> </table> <p>High-risk suppliers undergo additional, multiple risk evaluations in 3-year cycles. One hundred percent of high-risk suppliers were assessed in 2019, and these suppliers will continue to undergo a full set of risk evaluations at least once every three years. All suppliers identified as high risk undergo three levels of due diligence, including:</p> <ul style="list-style-type: none"> • An annual risk assessment of the company using the Responsible Business Alliance’s risk assessment platform, a specialized platform for electronics manufacturers; • A general ESG third-party assessment once every two years; and • Site-specific social compliance questionnaires for human rights risks at least once every three years. <p>High-risk suppliers are also continuously monitored using other procurement tools such as SAP Supplier Risk, DDIQ, Exiger and FRDM.</p>	Year	# of suppliers assessed	2016	54	2017	82	2018	101	2019	103 (Including 100% of high-risk suppliers)
Year	# of suppliers assessed										
2016	54										
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INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>In addition to “paper-based” supplier assessments, Nielsen senior staff visit production facilities quarterly to assess management systems and quality. Nielsen staff engage with the factories belonging to high-risk suppliers on a continuous basis, with site visits to the most active production facilities two to four times per year. During these visits, Nielsen visually checks the sites for building health and safety as well as child labor, and asks factory management questions related to any observations that give cause for concern. In 2018 and 2019, approximately 80% of our most active Tier 1 and Tier 2 electronics suppliers received factory site visits.</p> <p>Members of our Global Procurement team have been trained by the Responsible Business Alliance to internally audit against our Supplier Code; beginning in 2019, factory visits included internal audits against the Code.</p> <p>See our 2019 Supply Chain Responsibility Report for more on our supplier sustainability program as well as year-by-year highlights, goals and progress.</p>
<p>Supplier sustainability assessment results and corrective actions, including number of suppliers identified as having significant ESG impacts, high-risk suppliers with corrective action plans, ESG performance improvements for high-risk suppliers with corrective action plans, and supplier relationships terminated based on ESG impacts</p>	<p>Approximately one-third of the 100+ assessed suppliers received scores indicating some exposure to ESG risk, and corrective action plans were triggered for those suppliers to reinforce continuous improvement. Since the inception of our program in 2016, we have focused on meaningful engagement with our critical suppliers on ESG issues, and those efforts with this core group of suppliers have resulted in scores that have increased over time. Our spend with suppliers that are systematically and strategically addressing ESG issues has also increased over time. In 2018, 85% of our managed spend was with suppliers whose scores indicated a serious commitment to managing ESG risks and opportunities. In 2019, that percentage increased to 90%. In the 2018-2019 reporting period, no suppliers were determined to have significant harmful ESG impacts, and no suppliers were terminated based on ESG impacts.</p>
<p>Sustainability-related supplier selection criteria and contract requirements, including green procurement policies and initiatives, social and environmental clauses in supplier contracts, integration of supplier corporate social responsibility performance into purchasing decisions, and suppliers covered by the Code of Conduct</p>	<p>One hundred percent of new suppliers onboarded through our Global Procurement process are assessed on ESG criteria. We specifically solicit sustainability information during supplier registration and the RFP process. This information is included as selection criteria along with our other requirements for quality, delivery, service and cost. In accordance with our Environmentally Preferable Purchasing Policy, wherever possible, our Global Procurement team identifies options for products and services to reduce GHG emissions, conserve natural resources and reduce waste.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Our standard contract terms request that all suppliers abide by the Nielsen Supplier Code of Conduct. Our Code incorporates key elements from a widely used industry standard, the Responsible Business Alliance’s code, including elements relating to labor (specifically human rights), health and safety, environmental management, ethics, and management systems. Starting in 2019, 100% of our new suppliers provide written acknowledgment of our Code, and we are working to gain this acknowledgement from suppliers with whom we contracted before implementing this requirement. We are also proud to provide automated online training to all on our Supplier Code of Conduct; this training is available in 12 languages.</p>
<p>Addressing human rights risks, including child and forced labor risks, in our supply chain, including approach to employment in supply chain and suppliers considered to have significant child labor risks and/or freedom of association/collective bargaining risks</p>	<p>The greatest human rights risk in the Nielsen supply chain is with our contract electronics manufacturers, particularly those located in Asia. We work with the Tier 1 and Tier 2 suppliers in this area to assess and engage them on their human rights practices, particularly as they relate to human trafficking and modern slavery. We cover our approach to managing human rights and modern slavery risks in our supply chain and beyond in our annual Nielsen Modern Slavery Statement.</p> <p>In 2016, Nielsen became a supporting corporate member of the Responsible Business Alliance (RBA), formerly the Electronics Industry Citizenship Coalition. As a corporate member, we updated our Supplier Code of Conduct to incorporate key aspects of the RBA Code of Conduct, a supplier code that has been adopted by more than 100 Fortune 500 or multinational corporations engaged with the global electronics supply chain. We have chosen to align ourselves with this industry code and organization to address the particular risk of exposure to labor exploitation within the technology and electronics equipment manufacturing segments of our supply chain. Child labor and forced/compulsory labor are major forms of exploitation within this sector overall.</p> <p>Nielsen expects that the suppliers with which we do business support and respect the free exercise of human rights, including through compliance with applicable human rights and labor laws and the provision of safe and healthy working environments. Forced, involuntary and child labor are strictly forbidden.</p> <p>As part of our Supply Chain Sustainability program, we require suppliers to demonstrate similar commitments by agreeing to abide by our Code (or their own Code, if commensurate with our requirements) and providing company-level information related to sustainability throughout their tenure servicing Nielsen.</p> <p>Prior to contracting with a supplier, Nielsen establishes a baseline of expectations regarding social compliance through our Supplier Code of Conduct. We assess the social compliance risk of new suppliers prior to contracting with them and require that they have the management systems necessary to address any potential violations after the contract is made.</p> <p>Our comprehensive supplier assessment and engagement process, described in detail throughout this section, includes many elements specifically related to human rights risks, including the following:</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<ul style="list-style-type: none"> • Our Supplier Code of Conduct aligns with the U.N. Guiding Principles on Business and Human Rights, and the provisions in the Code are derived from key international human rights standards, including the International Labour Organization’s (ILO’s) Declaration on Fundamental Principles and Rights at Work and the U.N.’s Universal Declaration of Human Rights. • Our formal, standardized ESG assessment on a third-party platform includes a section on fair labor. • Our site-specific supplier pre-assessment forms include questions on the use of migrant labor, recruitment practices, agents, recruitment and related fees, worker identification and documentation processes, and freedom of movement for each production facility. The results of these forms determine the need for external audits. <p>The assessments above are reviewed and monitored by a Nielsen director and manager with subject matter expertise in social compliance, and are shared with external consultative bodies as well for additional review.</p> <p>We also conduct regular factory visits to our most active production facilities. Finally, we utilize social compliance data available through our membership in the Responsible Business Alliance to access specific social compliance information on our suppliers’ production sites or prospective production sites.</p> <p>For more information, see our 2020 Nielsen Modern Slavery Statement, which describes our efforts to mitigate the risk of modern slavery and forced labor in our supply chain, as well as our 2019 Supply Chain Responsibility Report for more on our supplier sustainability program and year-by-year highlights, goals and progress.</p>
<p>Materials and conflict minerals</p>	<p>Nielsen purchases electronic measuring devices through subcontracted manufacturers. This is the only segment of Nielsen’s supply chain in which managing materials is an issue.</p> <p>Through electronics contract manufacturing, Nielsen is exposed to risks relating to the extraction and use of conflict minerals. A group of four mined metals—tungsten, tin, tantalum and gold (3TG)—are the most commonly mined conflict minerals. The 3TG minerals are widely used in both consumer and commercial electronics. While these metals are mined across the world, they pose particular risk when extracted from Africa, where there is a greater likelihood for their sale to result in financing warfare or the subjugation of people. Nielsen undertakes due diligence and publishes the results of our due diligence measures annually in a Dodd-Frank Conflict Minerals disclosure, as required by the U.S. Securities and Exchange Commission.</p> <p>The products requiring 3TG data collection and disclosure in our supply chain are the Portable People Meter family of meters and encoders designed by Nielsen Audio and manufactured by contract manufacturers. An internal management team with representatives from Engineering, Global Procurement, Legal and Finance ensures compliance with our conflict mineral reporting requirements. We utilize a specialized, third-party provider to collect information from our direct suppliers with respect to the origin of the 3TG metals contained in components and materials supplied to us.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>We also include sources of 3TG that are supplied to them from lower-tier suppliers.</p> <p>Our third-party provider:</p> <ul style="list-style-type: none"> • utilizes the Conflict Minerals Reporting template developed by the Conflict-Free Sourcing Initiative (now the Responsible Minerals Initiative) to determine the usage of 3TG by suppliers; • assists suppliers in filling out the template; • validates and corrects templates; • alerts Nielsen if any 3TG originated in covered countries; • generates an aggregated 3TG report based on bills of materials; and • provides a collection report with hyperlinks to each template. <p>If template responses are insufficient or absent, Nielsen examines each case individually and determines a response based on the likelihood of 3TG being present, the specific component and the availability of the component from other sources. Possible responses include suspension of purchasing the component from that supplier, working with the supplier to obtain the 3TG data necessary for a determination of its sourcing, or designing out that particular component from our products going forward.</p> <p>Compliance with our conflict minerals due diligence is specifically included within our Supplier Code of Conduct.</p> <p>Finally, as a corporate member of the Responsible Business Alliance and the Responsible Minerals Initiative, Nielsen adds its purchasing power to an industry coalition to influence change and encourage responsible sourcing systemically within the electronics industry.</p> <p>See also our Global Environmental Policy & Guidelines Across Functions, p. 24.</p>
<p>Supplier engagement and capacity building, including external supply chain industry initiatives</p>	<p>Nielsen has long-term, multiyear agreements in place with our major suppliers globally. These long-term contracts lead to mutual relationships that allow us the opportunity to build awareness and capability to meet our expectations for supply chain responsibility.</p> <p>Much of our supply chain work seeks to increase positive impacts, such as supplier diversity, environmentally preferable purchasing, impact sourcing, local sourcing and multistakeholder collaboration.</p> <p>We specifically engage suppliers who are critical to our core business, encompass the largest percentages of our spend and have particular exposure to environmental, social or governance (ESG) risk. We engage suppliers in all of the major sectors of our supply chain: technology, professional services, contract manufacturing of measuring equipment, and market research. We engage with our key suppliers multiple times a year with a focus on ESG issues, including through the following:</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Measurement and disclosure: As discussed previously, once a key supplier enters our supply chain, we require a standardized supplier assessment on ESG performance (provided by a third party), which benchmarks our suppliers according to their industry, size and country or countries of operation, along with ESG updates during regular business reviews. The assessments and regular business reviews serve as catalysts for meaningful supplier engagement.</p> <p>Based on our Environmentally Preferable Purchasing Policy, we measure the performance of our real estate facilities management, paper, printing, electronic devices and fleet suppliers on 50 environmental, supplier diversity and social metrics.</p> <p>Continuous improvement: Through meaningful supplier engagement, we ensure visibility into ESG risks and opportunities and drive higher standards within our own supply chain. Our sourcing managers engage with our suppliers with the goal of quantitatively improving sustainability performance at both the supplier and product/service level.</p> <p>Capacity building: We've developed a Supplier Toolkit as a resource for our suppliers to improve their sustainability performance. The Supplier Toolkit includes guidance for developing social, ethical and environmental policies, practices and reporting. Additionally, the toolkit includes a comprehensive list of 150 performance indicators that suppliers can use to track ESG performance.</p> <p>Collaboration: We also combine our purchasing power with other institutions and seek to address these issues systemically. In addition to membership in the Responsible Business Alliance, we are a founding member of the Global Impact Sourcing Coalition and a member of the Sustainable Purchasing Leadership Council.</p> <p>See our 2019 Supply Chain Responsibility Report for more on our supplier sustainability program, including year-by-year highlights, goals and progress.</p>
<p>Supply chain environmental engagement, including engagement on climate change strategies and green procurement initiatives</p>	<p>As described above, our supply chain risk assessment process has identified the primary environmental risks associated with our supply chain. In 2019, we contracted with Trucost for an assessment of Nielsen's supply chain greenhouse gas (GHG) emissions. The assessment found that 70% of GHG emissions in our supply chain were from purchased goods and services. See the Environment section for more on our Scope 3 GHG emissions.</p> <p>Alignment with our Supplier Code of Conduct, which addresses environmental management and sustainability information, is required for 100% of suppliers newly added through our supplier registration system. Sustainability information is requested and collected in 100% of our major, centrally managed travel supplier RFPs, a supply chain segment with a heavy climate footprint.</p> <p>Our ongoing supplier sustainability assessment process includes a range of environmental issues, including energy consumption, energy efficiency and climate change mitigation strategies.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Impact sourcing	<p>Nielsen is a founding member of the Global Impact Sourcing Coalition, a coalition of multinational corporations and suppliers committed to employing corporate procurement as an innovative means to address global poverty and increase economic inclusion. We have continued to play a leading role in the emerging impact sourcing movement and have increased the number of impact sourcing-related jobs at Nielsen from an initial baseline of 342 in 2017 to 437 through year-end 2019. These jobs focus on poverty alleviation, or providing productive work that increases workers’ household income above the \$2 per day poverty line, according to the standard of the Global Impact Sourcing Coalition.</p> <p>We developed an Impact Sourcing Buyer’s Toolkit to raise awareness about impact sourcing among economic buyers and decision-makers for whom an impact sourcing supplier would be a good option. The toolkit includes a buyer’s presentation; user-friendly fact sheets and case studies; a directory of providers; and an opportunity identification worksheet to take stock of where opportunities may be available within our company.</p> <p>Impact sourcing is a key initiative for aligning our supply chain with the Sustainable Development Goals (SDGs). Through impact sourcing, we are addressing multiple SDGs, including SDG 1 (end poverty in all its forms everywhere) and SDG 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all). To promote this practice throughout the business community, we were on the Review Committee for the “Reducing Poverty Through Employment Toolkit” published by Business for Social Responsibility.</p> <p>For more information about this commitment to impact sourcing, see the feature about Nielsen on the Global Impact Sourcing Coalition website. See also our 2019 Supply Chain Responsibility Report for more on our supplier sustainability program, including year-by-year highlights, goals and progress.</p>
Buyer training on social and environmental supply chain issues	<p>We understand that the cumulative purchasing decisions of institutional buyers can catalyze systemic change through market demand and that training and resources enable and empower those decisions. Nielsen provides education and awareness-raising efforts internally and externally throughout the year to increase the awareness and practice of sustainable purchasing, and 100% of our Global Procurement team has completed certificate training with the Responsible Business Alliance on our Supplier Code of Conduct. We have also developed an internship program with DePaul University, the Illinois Institute of Technology and Rutgers University for project-based, graduate-level internships focused on developing future supply chain sustainability professionals who are equipped to manage social and environmental risks. Since 2016, we have provided internships to 26 students from six educational institutions in Chicago, New Jersey, Florida and California.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Supply chain management goals</p>	<p>Supplier ESG Management Goals:</p> <ul style="list-style-type: none"> • Goal 1: At least 50% of spend with suppliers who have undergone sustainability assessments, by the end of 2018. <ul style="list-style-type: none"> • Status = Achieved. The spend with assessed suppliers in 2018 and 2019 represented 50% of Nielsen’s global sourceable spend in each year. We will maintain this program level going forward, as our top 100 suppliers by spend represent over 90% of the spend under Global Procurement management. • Goal 2: Include sustainability criteria in 100% of our major, centrally managed, global travel requests for proposals (RFPs). <ul style="list-style-type: none"> • Status = Achieved. For 2018-2019, we met our goal of 100% of travel RFPs addressing multiple questions on sustainability and corporate social responsibility. • Goal 3: Engage 100% of our travel suppliers on overall sustainability practices. Also, formally assess 80% of our major, centrally managed travel suppliers on environmental, social and governance practices through our third-party sustainability scorecard process. <ul style="list-style-type: none"> • Status = Exceeded. For 2018 and 2019, we requested complete corporate social responsibility and sustainability assessments from 100% of our major travel suppliers, covering all three major categories of Nielsen’s travel spend (air travel, auto travel and hotels/accommodations); 86% of those suppliers completed assessments, exceeding our goal of 80%. <p>Supplier Diversity Goals:</p> <ul style="list-style-type: none"> • Goal 1: Transition and formally establish and manage supplier diversity as a Global Procurement function by the end of 2018. <ul style="list-style-type: none"> • Status = Achieved. Supplier diversity was embedded in roles and accountability, formal processes, and technology by the end of 2018. Multiple processes and policies were put in place to support a 3-Year Supplier Diversity Plan of increasing our spend 5% year-over-year (YOY) with diverse businesses from 2019-2021. • Goal 2: Achieve 5% YOY increase or \$103 million in diverse spend by the end of 2019. <ul style="list-style-type: none"> • Status = Exceeded. In 2019, we exceeded our 2019 goal by \$8 million and spent \$111 million with minority-owned, women-owned, veteran-owned, and LGBT-owned businesses in both our Tier 1 and Tier 2 programs, representing a 13% increase from 2018.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<ul style="list-style-type: none"> • Goal 3: Achieve 15% diverse spend in facility management for 2018 and 20% diverse spend in 2019. <ul style="list-style-type: none"> • Status = Exceeded. In 2018, we exceeded our 15% goal and achieved 16% diverse spend, and in 2019, 42% of our facility management spend was diverse, exceeding our goal for the second year in a row. <p>Economic Inclusion Goal: Work toward a target of 500 impact sourcing jobs in our supply chain by 2020.</p> <ul style="list-style-type: none"> • Status = On track. We have increased our impact sourcing jobs from an initial baseline of 342 in 2017 to 437 as of December 2019. Given the nature of impact sourcing, this key performance indicator is also tied to our commitment to advancing human rights through our supply chain purchasing. <p>See our 2019 Supply Chain Responsibility Report for more details on goals and progress. See the Diversity and Inclusion section for information on our supplier diversity efforts.</p>

HUMAN RIGHTS

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Human rights policy, due diligence, risk assessment and governance of human rights issues</p>	<p>Human rights are embedded in our overall approach to risk management through our Enterprise Risk Management (ERM) framework, which covers 100% of our operations and joint ventures where we have management control. This multichannel collaboration allows us to take a more comprehensive and proactive approach to human rights risk management. ERM ensures that we are conducting ongoing, in-depth assessments through our existing due diligence processes, monitoring and reporting on these risks, taking appropriate actions when needed to address the risks, and integrating any relevant findings into our organizational processes and policies as needed. We also monitor human rights-related risks on an ongoing basis through a variety of other internal audit processes across geographies and different areas of our business. For more detail, see our Global Commitment to Human Rights, which covers our operational commitments and expectations for joint ventures and other stakeholders. As it relates to our Tier 1 suppliers, 68% have been assessed for human rights-related risks over the last three years.</p> <p>We are committed to continuous improvement in this area in terms of increasing coverage across our workforce, operations, supply chain and beyond, advancing our own policies and practices, and encouraging the same of our stakeholders. To that end, we publish regular updates on our approach to this and related areas in our Global Commitment to Human Rights, which is updated every two years, as well as our annual Modern Slavery Statement.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Vulnerable groups assessed for human rights risks</p>	<p>We recognize that monitoring human rights risks is critical for all stakeholder groups, but that not all groups require the same type or degree of monitoring, resources and support. With that in mind, we have identified key vulnerable groups that require more rigorous monitoring, including manufacturing suppliers’ workers, panelists and remote workers. Nielsen is continually revising our approach to providing these groups and others with the resources and information they need to recognize and address potential human rights risks or opportunities that might come up in the course of their work or interactions with Nielsen. Please see our Global Commitment to Human Rights for more information.</p>
<p>Grievance mechanism for human rights impacts</p>	<p>Nielsen associates have a responsibility to report any potential human rights violations. Associates may file formal or informal grievances through their managers, next-level managers or Human Resources. Nielsen also maintains a Helpline whereby associates can bring formal and informal grievances anonymously, or raise questions or concerns. All grievances are investigated. Nielsen’s Code of Conduct maintains that no associates are to be retaliated against for bringing forth any formal or informal grievances. We invite any stakeholders concerned about potential human rights-related risks or impacts to reach out and share any concerns or grievances with us. Please visit www.nielsen.com/helpline to make a report online and to view a full list of country-specific phone numbers. More information about how to submit a claim through the Helpline and other ways to report a concern can be found in the Nielsen Code of Conduct.</p> <p>See also Nielsen’s Global Commitment to Human Rights.</p>
<p>Human rights violations and remediation actions</p>	<p>There have been no human rights incidents requiring remediation actions during the reporting period.</p> <p>Any and all potential violations of Nielsen’s Code of Conduct, including human rights violations, are taken seriously. All allegations of violations are promptly investigated, and action is taken as appropriate.</p>
<p>Human rights management system certifications</p>	<p>Given the nature of Nielsen’s business, the greatest risks for potential human rights issues come through our supply chain. To mitigate those risks, Global Procurement staff are trained in SA8000 Auditor and RBA Auditor programs which address human rights risks, among other topics.</p>
<p>Employee training on human rights policies or procedures</p>	<p>We focus human rights-related training on our Procurement and Supply Chain Management employees, as the greatest risks for human rights issues occur in our supply chain rather than our direct operations. All members of Nielsen’s Global Procurement team have been trained on Nielsen’s Supplier Code of Conduct, which is aligned with the U.N.’s Guiding Principles on Business and Human Rights, the ILO’s Declaration on Fundamental Principles and Rights at Work and the U.N.’s Universal Declaration of Human Rights. In addition, all Global Procurement team members have received certificates of completion from the Responsible Business Alliance. Three members of Nielsen’s Global Procurement team have been trained to conduct internal audits against Nielsen’s Supplier Code. Additionally, all employees are required to complete training on our Nielsen Code of Conduct, which also covers human rights issues. In 2019, we began providing optional internal training open to all associates to learn more about how protecting human rights is part of everyone’s job.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Freedom of expression	<p>We recognize that it is a right of everyone to associate freely. We are committed to ensuring an open environment at Nielsen where all views are respected and where dialogue about our business and its operations is encouraged.</p> <p>See Nielsen’s Global Commitment to Human Rights.</p>
Stakeholder engagement regarding human rights risks and impacts	<p>We proactively engage our internal and external stakeholders to better understand their views and recommendations in order to incorporate an informed respect for human rights throughout all aspects of Nielsen’s business. Our approach is aligned with external standards and best practices in a number of specific ways, including respect for the individual; care for our communities; nurturing a diverse and inclusive environment; and safeguarding our meritocracy, among others. For more, see our Global Commitment to Human Rights and our nonfinancial materiality assessment.</p> <p>Suppliers are a key stakeholder with whom we engage on human rights issues. Our Supplier Code of Conduct explicitly forbids forced labor, child labor, human trafficking and discrimination, and requires suppliers to respect the right to freedom of association. See the Supply Chain Management section above for more on how we engage with suppliers on human rights.</p>
Commitment to children’s rights	<p>Nielsen’s Global Commitment to Human Rights is aligned with the U.N.’s Universal Declaration of Human Rights, which includes prohibitions against child labor. The most material aspect of this for Nielsen is in our data collection processes, which we conduct with the full consent of those providing their information. When we collect personal data from children, we do so with parental consent, which can be withdrawn at any time, and we comply with all applicable laws regarding the collection of data about children. For more detail, please refer to our Nielsen Privacy Principles.</p> <p>We also engage in social commitments and programs that benefit children, such as through our Nielsen Cares volunteer engagement programs.</p>
Participation in recognized human rights initiatives and collaboration	<p>To create industry change and impact beyond our own operations and supply chain, we’ve joined our efforts and our purchasing power with like-minded corporate peers in the Sustainable Purchasing Leadership Coalition, Responsible Business Alliance, Responsible Labor Initiative, Responsible Minerals Initiative, Global Impact Sourcing Coalition, and International Association of Outsourcing Professionals. We are represented on leadership bodies of the Sustainable Purchasing Leadership Coalition, Global Impact Sourcing Coalition and International Association of Outsourcing Professionals.</p> <p>Our Global Commitment to Human Rights and Supplier Code of Conduct were developed in alignment with the U.N.’s Guiding Principles on Business and Human Rights, the ILO’s Declaration on Fundamental Principles and Rights at Work and the U.N.’s Universal Declaration of Human Rights.</p>

DIVERSITY AND INCLUSION DISCLOSURE

DIVERSITY AND INCLUSION STRATEGY AND METRICS

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Diversity and nondiscrimination policies and grievance mechanisms</p>	<p>Nielsen is committed to reflecting, within our own workforce, the diversity of the clients, communities and markets we measure. We exist to count everyone, so we embed inclusion and diversity not only into our workforce, but into all aspects of our measurement and products.</p> <p>We are proud to be an Equal Opportunity/Affirmative Action Employer, making decisions without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability status, age, marital status, protected veteran status or any other protected class. Our Global Nondiscrimination Policy covers these protected classes in every market in which we do business worldwide.</p> <p>Additionally, Nielsen is committed to maintaining a work environment that is free of discrimination and harassment. In keeping with this commitment, we prohibit conduct having the purpose or effect of interfering with an employee’s work performance or creating an intimidating, hostile or offensive work environment on the basis of an employee’s race, color, religion, national origin, gender, sexual orientation, gender identity, gender expression, age, marital status, veteran status, disability or any other characteristic protected by law.</p> <p>This commitment to maintaining a work environment that is free of discrimination and harassment is outlined in our publicly available Code of Conduct. All employees are required to certify compliance with the Code annually.</p> <p>Nielsen offers several methods for associates to raise concerns about harassment or discrimination, including an online webform, a Helpline, and by speaking with Integrity Leaders in our business. Nielsen will not tolerate punishment or unfair treatment of any employee who reports concerns in good faith or who participates in an investigation of any such reports. Retaliation against an individual for reporting in good faith any violation or for participating in any such investigation is a serious violation of the Code of Conduct that will subject the violator to appropriate disciplinary action, including the possible termination of employment.</p>
<p>Overall approach and programs to improve workforce diversity</p>	<p>A strong commitment to diversity and inclusion (D&I) has long been central to our measurement, our products, our people and the marketplace.</p> <p>We believe that diversity in people and ideas allows us—and our clients—to be successful. At Nielsen, we define “inclusion” as valuing and leveraging differences to achieve superior business results. Inclusion is about seeking input from all, mitigating biases, ensuring fairness and creating a safe space for everyone to reach their full potential.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>D&I are incredibly important to Nielsen—so important that the topic is one of Nielsen’s key material issues. We also maintain a D&I page on our website and regularly publish diversity-focused news stories.</p> <p>Nielsen’s diversity and inclusion vision is to build a better business through D&I and to use the company’s influence and resources to do good. To achieve this vision, Nielsen’s strategy focuses on ensuring inclusive talent processes; fostering a culture that supports diversity and inclusion; and driving accountability for all employees, especially managers.</p> <p>Ensuring inclusive talent processes: We are increasing diverse representation among associates at all levels through inclusive hiring and promotions, utilizing diverse slates, hiring from diverse talent pools, expanding our inclusive hiring practices, and systematically mitigating the impact of unconscious biases in all the decisions we make with help from an internally developed professional development module called Breaking Through Bias. Since 2016, we have required diverse slates of candidates for open positions. (See more on diversity recruiting in the rows below.)</p> <p>We are also growing our in-house diverse talent through global mentoring opportunities and the Diverse Leadership Network (DLN), a 15-month leadership development program designed to strengthen and diversify the leadership pipeline at Nielsen by identifying, developing and accelerating a more diverse group of top talent. The DLN is Nielsen’s leadership and career development platform for mid-career, high-potential talent. It is our most diverse program, by design, with at least 50% gender diversity and a target of equal representation of African-American, Hispanic/Latinx, Asian Pacific Islander and White participants. The program—which resembles a “mini-MBA”—is designed to identify, develop, accelerate and retain high-performing, high-potential associates using a curriculum of customized executive education, challenging case studies and one-on-one coaching from senior leaders who help participants develop in their leadership styles. Since its launch in 2013, the program has reached 134 associates from the U.S., Canada and Mexico. In late 2017, we launched a DLN alumni program to support the continued development and engagement of the program’s alumni network.</p> <p>In 2018, Nielsen launched an all-inclusive mentoring program, myMentor, which we expanded globally in 2019. As of year-end 2019, 5,000 associates from 90 countries were actively participating in the program. Our goal is to reach 10,000 participants by July 2020.</p> <p>Building a culture of diversity and inclusion: We work to strengthen our culture of diversity and inclusion through three primary programs: Inclusion Impact Teams (an expansion of our Employee Resource Groups or ERGs), Diversity Dialogues, and ongoing inclusion training, each of which are described in more detail in the rows below.</p> <p>In 2019, we made changes to further incorporate this commitment systemically across our company by adding an operating principle of <i>Engage, Include & Decide</i>, which reminds us of our daily commitment to seek diversity in people and input.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Driving accountability: We ensure leadership accountability for diversity and inclusion through scorecard transparency, pledge goals and action plans. In early 2019, we added the expectation that all employees will advance diversity and inclusion in their everyday work as a formal part of our annual performance review process for all Nielsen associates globally.</p> <p>In 2019, we implemented a quantitative benchmark to measure inclusion, using Gallup’s inclusion index, derived from the annual employee engagement survey. The inclusion index gives Nielsen the ability to measure associate sentiment in regard to fairness, trust and acceptance of diverse opinions and ideas by individual supervisors as well as the general company culture. Managers with sufficiently large teams, together with those teams, receive a team-level inclusion index along with resources to create team action plans.</p>
<p>Diversity and antiharassment training</p>	<p>As part of our systemic approach to mitigate the impact of unconscious biases, we developed a Breaking Through Bias framework that includes training available to all people managers and associates. The framework includes in-the-moment tools to address unconscious biases and resources to help people managers provide more fair and objective performance assessments; it also outlines changes to any talent processes that are at risk for unconscious biases. We developed the curriculum based on peer-reviewed research. Since launching this training in 2019, we have trained 30% of our people managers. We are now working on expanding the curriculum to include the feedback and hiring processes.</p> <p>To help build a globally inclusive and impactful culture in which everyone can reach their full potential, we continually challenge ourselves to have bolder and more candid conversations about issues that are important in building a more inclusive culture. Our objective is to open the door to talk about what we are not talking about—but should. To that end, we have hosted a series of Diversity Dialogues, conversations structured to help break down stigmas and barriers to foster honest conversations. In 2019, we held three sessions attended by roughly 2,000 associates from seven regions.</p> <p>Nielsen prohibits all forms of harassment and discrimination. This means we avoid any behavior that could make other people feel demeaned or intimidated or could interfere with their ability to do their jobs. Harassment does not have to be sexual in nature and can include any action that interferes with an employee’s work performance or creates an environment that is offensive, intimidating or hostile to work in.</p> <p>We expand on our commitment to prohibiting all forms of harassment and discrimination in our Code of Conduct, and we require that associates recertify to the Code annually, thus ensuring that our associates benefit from antiharassment training each year, which are described in more detail in the rows below.</p>
<p>Diversity leadership and management goals</p>	<p>Nielsen’s CEO and Chief Diversity Officer (CDO) David Kenny ensures that diversity and inclusion are core to the way we operate as a business. Every C-suite leader has received a goal toward this broader company objective, which is being consistently measured and discussed during executive committee meetings.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>To help us reach our goal to increase the representation of women in senior leadership roles by seven percentage points by 2021, each executive committee member has clear goals for increasing the representation of women in senior leadership in their respective organizations. Each executive committee member also has a clear goal to personally engage in diversity and inclusion initiatives as the executive sponsor of one of our nine global Employee Resource Groups.</p> <p>Diversity and inclusion objectives are qualitative factors that influence the CEO's recommendations for executive compensation, which are approved by the Compensation Committee of our Board of Directors.</p>
<p>Additional diversity targets and goals</p>	<p>To further drive diversity and inclusion across the company and throughout our supply chain, we have set a range of goals and targets, including the following:</p> <ul style="list-style-type: none"> • Annually purchase at least 10% of our U.S. sourceable spend with diverse suppliers • Have at least one ERG in at least 75% of the countries where we operate • Increase the representation of women in senior leadership by seven percentage points by 2021 • Have a least 80% of people managers join an ERG
<p>Employee Resource Groups (ERGs)</p>	<p>Employee Resource Groups are employee-led, volunteer organizations that promote open dialogue, engagement, community development and leadership development. Our nine ERGs make up a significant part of our overall Inclusion Impact Team structure, which aligns our ERGs, Nielsen Cares and Nielsen Green platforms on the local level for greater cohesion and impact. Our ERGs in particular have five main focus areas:</p> <ul style="list-style-type: none"> • Increase participation in the D&I conversation at all levels • Grow an inclusive culture • Enable associates to reach their full potential • Accelerate diverse representation • Drive innovation <p>In the spirit of challenging ourselves to improve our practices, in 2019 we re-imagined our Employee Resource Groups into broader Inclusion Impact Teams in all of our major offices around the world. We hold all people managers accountable for participating in our ERGs. ERGs are also part of associates' core responsibilities; hence in 2019, Nielsen incorporated a section in the annual performance feedback form where associates and managers can document and discuss the individual's contributions to growing and driving an inclusive and impactful culture at Nielsen, whether that's through our ERGs or otherwise.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>All C-suite executives are aligned with an Employee Resource Group affinity as Executive Committee Sponsors. The Sponsors work with the ERG Leaders and Business Sponsors to develop the affinity strategy, remove roadblocks, advocate for the ERG’s position on signature issues and provide support in accomplishing goals and priorities.</p>
<p>Diversity recruiting</p>	<p>Nielsen has designed an inclusive hiring process that embeds consideration of diversity and inclusion in all aspects of the process. We require consideration of diverse slates of candidates across our global operations. In the U.S. we define “diverse slates” as including at least two ethnically diverse candidates and at least two female candidates. Globally, diverse slates focus on having at least two female candidates in the slate.</p> <p>We use a targeted recruiting strategy to increase gender representation, including insights from external partners to help us locate and reach qualified diverse candidates. We also track diverse candidates with a pipeline management program.</p> <p>For certain roles within the organization, candidates are interviewed by a diverse panel of leaders who receive an inclusive interviewer training.</p>
<p>Gender equality measures</p>	<p>In 2018, we conducted two internal studies to understand the state of women in leadership at Nielsen. The research looked at the issue quantitatively and through focus groups and surveys. We learned that we have equality for women in advancement/promotions, career movement, bonuses and performance reviews. We repeated elements of these studies in 2019 and found the same results in key measures.</p> <p>In addition to the overall diversity programs described throughout this section, we are fostering gender equality through several other initiatives. For example, in March 2019, on International Women’s Day, Nielsen’s CEO & CDO David Kenny signed an external pledge with the international organization Leading Executives Advancing Diversity (LEAD). We are founding partners of LEAD alongside several client companies committed to attracting, retaining and advancing women in the retail and consumer goods industry. The LEAD CEO pledge that Nielsen signed places us alongside many of our clients in a commitment to increase representation and take meaningful action toward gender parity.</p> <p>We have also made a commitment to increase women in leadership from 39% to 46% (an increase of seven percentage points) by the end of 2021. Additionally, we’ve set an internal goal to reach 50-50 parity of women in leadership roles by the end of 2023.</p> <p>To achieve our goals, we are working to add 145 women in senior leadership positions by 2021. To meet this pledge, we have created specific business-level targets for each member of the executive team.</p>
<p>Integration of people with disabilities</p>	<p>Nielsen tracks the representation of people with disabilities in our workforce through the Self Identification tool provided in our human resources software. The Self Identification tool is used in our new hire onboarding, and quarterly campaigns are deployed to reinforce the availability of self-identification.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>In 2019, Nielsen earned a 100% Disability Equality Index (DEI) score from Disability:IN for the first time. The DEI, a joint effort of Disability:IN and the American Association of People with Disabilities, measures the sustainable progress that participating companies have made toward achieving equality and inclusion for associates with disabilities on the basis of workplace culture, leadership, accessibility, employment, community engagement, support services and supplier diversity. Additionally, we launched a pilot program called Autism @ Nielsen through which we partner with a local university for the sourcing of candidates and leverage manager and peer training and a buddy system to socialize and onboard associates with autism.</p> <p>In terms of community, Nielsen launched our Abled and Disabled Employees Partnering Together (ADEPT) ERG in 2008 to build an inclusive culture for associates with disabilities. ADEPT leads education sessions and provides a network of support to associates on a variety of topics.</p>
<p>Incidents of discrimination and actions taken, including process for handling harassment allegations</p>	<p>We encourage all associates to report any and all concerns through our anonymous and confidential Speak Up Helpline. We provide a number of different mechanisms through which employees and others can report claims, as explained in detail in our Code of Conduct.</p> <p>Any and all allegations of harassment or discrimination are thoroughly investigated. Responsive action is taken as appropriate. Allegations are reported and tracked by our Compliance & Integrity function, which regularly reports to the Audit Committee of the Board.</p> <p>Nielsen does not require employees to take sexual harassment claims to private arbitration.</p>
<p>Fines or legal actions related to discrimination from the Equal Employment Opportunity Commission or U.S. Department of Justice</p>	<p>During the reporting period, Nielsen has not had any litigation involving claims of sexual harassment. Also, we have not had any fines from the Equal Employment Opportunity Commission or the U.S. Department of Justice's Civil Rights Division.</p>

SUPPLIER DIVERSITY

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Supplier diversity policy and approach</p>	<p>By purchasing from diverse-owned businesses, we give diverse suppliers opportunities and also indirectly help to support diverse families and communities. Nielsen has a national supplier diversity program that follows best practices for the inclusion of diverse suppliers in our supply base. We track and report our spending with minority- and women-owned businesses, and we have multiple policies and processes in place to support an overall corporate goal of increasing our diverse spend 5% year-over-year. We define diverse suppliers as U.S.-headquartered companies that are 51% owned, operated and controlled by minorities, women, veterans, the disabled and/or lesbian, gay, bisexual or transgender (LGBT) persons.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Our Global Procurement team manages our supplier diversity efforts, integrating supplier diversity into upcoming bids and contracts and working to create a supply chain reflective of our company’s commitment to diversity and inclusion, specifically economic inclusion. We advance the diversity of suppliers through the following efforts:</p> <p>Selection and contracting requirements: Nielsen’s procurement policies include specific request for proposal (RFP) language addressing supplier diversity; these policies also give considerable weight to the ability of prospective suppliers to contribute to our corporate diverse spend goals. In 2019, we added contractual language to our Master Supplier Agreement requiring Tier 2 diverse spend reporting for all suppliers with formal supplier diversity programs and best efforts at reporting for suppliers without formal supplier diversity programs. Prior to 2019, Nielsen contracts contained “best effort” language only. This requirement was communicated multiple times, with multiple media and at multiple levels to our suppliers during the second and third quarters of 2019, beginning with a letter from our Chief Procurement Officer.</p> <p>Business reviews and supplier engagement: Our Global Procurement team reviews and evaluates strategic suppliers’ contributions to supplier diversity. When major suppliers are not contributing to supplier diversity, our Global Procurement team engages the supplier to address the importance of supplier diversity to Nielsen; recommends action steps for the supplier to consider in order to contribute more impactfully to our supplier diversity goals; agrees on action steps between Nielsen and the supplier; and agrees on a cadence of regular communication (usually monthly or quarterly) to collaborate on the agreed-upon action steps and track progress.</p> <p>In 2018, Nielsen initiated this engagement process with six of our top 100 suppliers, resulting in approximately \$2 million in increased Tier 2 diverse spend from this group in 2019. In 2019, Nielsen continued this engagement with the initial group of six suppliers and added another supplier, which resulted in an additional \$1.5 million of Tier 2 diverse spend from the seventh supplier for 2019.</p> <p>Supplier development: In 2018, we added supplier development to our program activities, actively developing two minority-owned businesses in the technology segment of our supply chain. We continued supplier development activity with these two suppliers in 2019, resulting in a multiyear, multimillion-dollar contract for one of the two suppliers in January 2019.</p> <p>National affiliations: Nielsen is a corporate member of the National Minority Supplier Development Council and the Women’s Business Enterprise Council, and we attend events and conferences throughout the year to continuously identify, qualify and include diverse suppliers in sourcing events and the final awarding of business. This activity in 2019 resulted in a significant increase of diverse supplier participation in three major RFPs, totaling 30% of RFP respondents.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE														
	<p>Client reporting: Nielsen reports our supplier diversity spend regularly to clients that request it.</p> <p>Accountability, governance and staffing: We have a director in Global Procurement who leads both Supply Chain Sustainability and Supplier Diversity; 95% of this role’s time is dedicated to supplier diversity. We also have a manager in Global Procurement who supports supplier diversity, and approximately 50% of this role’s time is dedicated to supplier diversity. The Chief Procurement Officer (CPO) owns the performance of the supplier diversity program, and achievement of the diverse spend goal annually is tied to the CPO’s performance evaluation and bonus, as well as to the performance evaluations and bonuses of the CPO’s 12 direct reports.</p> <p>Nielsen’s supplier diversity program is tied closely to corporate goals such as those of the Diversity and Inclusion and Global Responsibility & Sustainability platforms of the company. The Supplier Diversity Subcommittee of our three External Advisory Councils approves our supplier diversity goals and targets.</p>														
<p>Supplier diversity goals and progress</p>	<p>We strive to annually purchase at least 10% of our U.S. sourceable spend with diverse suppliers. In 2018, we achieved more than 9% spend with diverse businesses, totaling \$98 million in Tier 1 and Tier 2 spend with businesses owned by minorities, women, veterans, LGBT or disabled individuals. In 2019, Nielsen achieved \$111 million spend with diverse businesses in our Tier 1 and Tier 2 programs. This is the largest dollar amount of diverse spend that Nielsen has reported in the history of our program, and we exceeded our 2019 diverse spend goal by \$8 million. However, because our overall supplier spend increased from 2018 to 2019, the percentage of diverse spend decreased to 8%.</p> <div data-bbox="467 1228 790 1262" style="text-align: center;"> <p>NIELSEN DIVERSE SPEND GROWTH</p> </div> <div data-bbox="544 1325 1474 1724" style="text-align: center;"> <p>NIELSEN DIVERSE SPEND Tier 1 and Tier 2</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Diverse Spend (Million)</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>\$60</td> </tr> <tr> <td>2015</td> <td>\$76</td> </tr> <tr> <td>2016</td> <td>\$85</td> </tr> <tr> <td>2017</td> <td>\$80</td> </tr> <tr> <td>2018</td> <td>\$98</td> </tr> <tr> <td>2019</td> <td>\$111</td> </tr> </tbody> </table> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div data-bbox="1062 1381 1198 1415" style="text-align: left;"> <p>2019 RESULTS</p> </div> <div data-bbox="1062 1444 1474 1564" style="text-align: left;"> <p>\$111 MILLION Spent with Diverse Firms-Women-Owned, Minority-Owned, Veteran-Owned, LGBT-Owned or Disabled-Owned Businesses</p> </div> <div data-bbox="1062 1591 1404 1711" style="text-align: left;"> <p>\$87 MILLION Spent with Minority Business Enterprises (MBE) - African American, Asian American and Others</p> </div> </div> </div>	Year	Diverse Spend (Million)	2014	\$60	2015	\$76	2016	\$85	2017	\$80	2018	\$98	2019	\$111
Year	Diverse Spend (Million)														
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INFORMATION REQUESTED	NIELSEN DISCLOSURE
Local sourcing policy	<p>In 2017, we launched a program called Buy Local, Grow Global, to find ways to increase our spend with local diverse businesses in major U.S. markets. To do this, we conducted “lunch and learns” in seven targeted markets where Nielsen has a major presence (New York City, Los Angeles, Chicago, Dallas, Cincinnati, Tampa, and Columbia, Md.). The sessions helped to identify existing or future business opportunities in which local diverse suppliers’ services could be used. Attendees were provided with a database to make it easier for associates to source local diverse businesses. Also as part of our Buy Local effort, JLL—our real estate vendor—confirmed they will use supplier diversity as a criteria for consideration in 100% of our facilities management contracts going forward.</p>
Proportion of spending on local suppliers	<p>In 2016, Nielsen identified facilities management services as an opportunity to intentionally direct spend to diverse and local suppliers. We conducted a survey in 2017 to understand the current state of our local purchasing for facility management services—such as janitorial, landscaping and security services—at each of our largest Nielsen offices in the U.S.: New York City, Wilton, Conn., Chicago, Los Angeles, Tampa and Cincinnati. We found that diverse spend in those offices overall was negligible (less than 1%), and 59% of the suppliers servicing those largest offices were local/regional to the area, defined as being headquartered within 250 miles of the office. We then began actively working with our real estate services supplier partner to increase diverse spend, with a target of 15% diverse spend in 2018 and 20% diverse spend in 2019.</p> <p>In 2018, we exceeded our 15% goal and achieved 16% diverse spend, and in 2019, 42% of our facility management spend was diverse, exceeding our goal for the second year in a row. In 2019, we used spend data to calculate that 30% of our spend was local, again defined as being headquartered within 250 miles of that office. Going forward, we will continue to track and manage our facilities management services to increase diverse and local purchasing.</p>
Broad-Based Black Economic Empowerment in South Africa	<p>In South Africa, a region where significant economic disparities still exist among racial groups, we’re seeking to improve diversity and inclusion in our workforce as well as in our supply chain. Specifically, we are complying with the requirements of the South African government’s Broad-Based Black Economic Empowerment (B-BBEE) program, which seeks to redress the inequalities of apartheid by providing previously disadvantaged citizens with access to economic opportunities previously not available to them. The program has five elements: business ownership; management control; skills development; enterprise and supplier development; and socioeconomic development. We have initiatives in progress in all of these areas.</p> <p>In the area of ownership, for example, we are in the process of selling shares of both AC Nielsen and AGB Nielsen to an empowerment trust made up of previously disadvantaged Nielsen associates. In skills development, we have created training programs for employees that develop their management skills and other capabilities, so that we can promote from within as positions become available. We’ve also provided skills training to unemployed residents in local communities, to help them become more employable.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>In enterprise and supplier development, we partnered with a business coaching firm to help young entrepreneurs in the area to grow their businesses, so they might become suppliers to Nielsen. We have also provided office space and other support to qualifying businesses that are already a part of our supply chain, such as the company that provides cafeteria services to our associates in Johannesburg.</p> <p>With all of these activities, our aim is to help create further economic opportunity and a more secure future for communities of color in South Africa.</p>

DIVERSITY DATA

INFORMATION REQUESTED	NIELSEN DISCLOSURE					
Diversity by gender, age and ethnic minority	<table border="1"> <thead> <tr> <th data-bbox="435 802 743 884">Diversity metric</th> <th data-bbox="743 802 1122 884">2018</th> <th data-bbox="1122 802 1528 884">2019</th> </tr> </thead> </table>	Diversity metric	2018	2019		
	Diversity metric	2018	2019			
	Full-time headcount by gender	Male – 23,551 (53%) Female – 21,151 (47%) Undisclosed – 23 (0%)	Male – 23,335 (52%) Female – 21,163 (47%) Undisclosed – 130 (0%)			
	% Minorities in U.S. headcount	Diverse – 3,515 (35%) White – 6,463 (65%) Undisclosed – 26 (0%)	Diverse – 3,628 (37%) White – 6,066 (62%) Undisclosed – 49 (1%)			
	% Multicultural women in U.S. headcount	Diverse Female – 1,675 (48%) Diverse Male – 1,833 (52%) Diverse Females as a % of total U.S. headcount – 17%	Diverse Female – 1,732 (48%) Diverse Male – 1,847 (51%) Diverse Females as a % of total U.S. headcount – 18%			
	Racial/ethnic representation at executive level	18%	29%			
	Racial/ethnic representation at management level	22%	20%			
Racial/ethnic representation within noncontingent headcount	35%	37%				

INFORMATION REQUESTED	NIELSEN DISCLOSURE		
	Diversity metric	2018	2019
	Racial/ethnic representation within contingent headcount	33%	35%
	Headcount breakdown by age group	Under 30 years – 31% 30-50 years – 57% Over 50 years – 12%	Under 30 years – 35% 30-50 years – 54% Over 50 years – 11%
	% Women in total headcount	48%	49%
	% Women in noncontingent headcount	48%	49%
	% Women in contingent headcount	54%	49%
	% Women in executive headcount	36%	13%
	% Women in top management headcount	51%	51%
	% Women in management headcount	38%	40%
	Number of female named executive officers	1 – Chief Human Resources Officer	1 – Chief Human Resources Officer
	% Women in revenue-generating management headcount	38%	40%
	% Women in junior management headcount	48%	46%
	% Women in entry-level headcount	49%	50%

INFORMATION REQUESTED	NIELSEN DISCLOSURE																	
	<table border="1"> <thead> <tr> <th data-bbox="459 289 781 352">Diversity metric</th> <th data-bbox="789 289 1105 352">2018</th> <th data-bbox="1114 289 1498 352">2019</th> </tr> </thead> <tbody> <tr> <td data-bbox="459 363 781 457">% Women in IT and Engineering headcount</td> <td data-bbox="789 363 1105 457">22%</td> <td data-bbox="1114 363 1498 457">21%</td> </tr> <tr> <td data-bbox="459 468 781 520">Women promoted</td> <td data-bbox="789 468 1105 520">52%</td> <td data-bbox="1114 468 1498 520">53%</td> </tr> <tr> <td data-bbox="459 531 781 583">Women hired</td> <td data-bbox="789 531 1105 583">49%</td> <td data-bbox="1114 531 1498 583">49%</td> </tr> <tr> <td data-bbox="459 594 781 783">Female turnover</td> <td data-bbox="789 594 1105 783"> Women as a % of Overall Exits – 50% Retention % of Women – 74% </td> <td data-bbox="1114 594 1498 783"> Women as a % of Overall Exits – 49% Retention % of Women – 77% </td> </tr> </tbody> </table>			Diversity metric	2018	2019	% Women in IT and Engineering headcount	22%	21%	Women promoted	52%	53%	Women hired	49%	49%	Female turnover	Women as a % of Overall Exits – 50% Retention % of Women – 74%	Women as a % of Overall Exits – 49% Retention % of Women – 77%
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Women promoted	52%	53%																
Women hired	49%	49%																
Female turnover	Women as a % of Overall Exits – 50% Retention % of Women – 74%	Women as a % of Overall Exits – 49% Retention % of Women – 77%																
Equal pay audit results	<p data-bbox="459 831 1482 936">Please note that for the purposes of our 10-K reporting, we use full-time equivalents, whereas for this more detailed reporting on our workforce, we have used total headcount. Percentages may not sum to 100 due to rounding.</p> <p data-bbox="459 968 1474 1062">We’ve shared the results of our equal pay audit in our Human Capital Detailed Disclosure section, with additional information about our broader commitment to providing appropriate pay and benefits for all our associates.</p> <p data-bbox="459 1104 1490 1199">Gender pay equity is fundamental to Nielsen’s compensation philosophy and practices. We have robust employee data on gender globally, and we conduct regular audits to ensure that our pay outcomes reflect our commitment to pay equity.</p> <p data-bbox="459 1241 1507 1787">All of our compensation decisions take gender equity into consideration, and with each of our annual compensation planning processes, we review associate pay for gender balance and fairness. Additionally, we conduct our detailed pay equity analysis annually, including a review with our Board of Directors. To do this, we developed a scientific and statistically driven analytic method to assess the gender pay gap. The method controls for variables that may influence pay (such as performance, experience, location, tenure and other factors) and is applied consistently and globally. The results from the 2019 assessment show that, on average, across all countries measured, we have a global pay gap of less than 1%. We prioritize individual level reviews for countries where we have a pay gap above 2%. Should we find specific instances of pay inequity for individuals in similar jobs, we develop action plans to close gaps. We are fully committed to gender pay equity, and we continue to review and refine our methodology and drill down by country and job to ensure pay equity is continuously addressed across the organization. As the business continues to evolve and population shifts, we are focused on equality across the employee lifecycle, and gender pay equity is an ongoing process and a constant goal.</p>																	

HUMAN CAPITAL DISCLOSURE

EMPLOYEE ENGAGEMENT

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Approach to employee engagements</p>	<p>Employee engagement—the emotional and psychological connection our associates feel about their workplace and the work we do—is central to both individual and business success. We are committed to strengthening employee engagement at Nielsen, because engagement isn’t just a Human Resources (HR) priority—it’s one of Nielsen’s key strategic priorities.</p> <p>We aim to engage all of our associates through the Nielsen Employee Experience, which focuses on the three aspects of our employee value proposition:</p> <ul style="list-style-type: none"> • Be Yourself: We aim to enable associates to be their best selves, offer unique and varied perspectives and respect and embrace the diverse perspectives of each other. • Make a Difference: Every Nielsen associate has the ability and the power to make a positive impact on our company, our clients, our teams and colleagues, and the communities in which we live and work. • Grow with Us: We encourage each associate to own their career by sharing their goals and engaging in learning and developmental programs. <p>We also foster engagement through:</p> <ul style="list-style-type: none"> • Regular employee/manager one-on-ones; • A new learning experience platform, myLearning powered by Degreed; • Employee Resource Groups, Green Teams and Nielsen Cares volunteer opportunities, which come together at the local level through our office-based Inclusion Impact Teams; • Regular town hall meetings that foster dialogue between leaders and employees; • The Engagement Influencer program, a community of ambassadors who work within their sphere of influence to promote engagement; and • Google Currents communities, which enable associates to connect on a variety of topics, including career growth, learning and development, as well as to ask questions directly of our CEO and senior management.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Measuring and monitoring employee engagement and satisfaction</p>	<p>To track our progress, we maintain open communication channels and feedback mechanisms that help to deepen connections between leaders and their teams and ensure that associates feel connected no matter where they work within the company.</p> <p>Since 2017, we have enlisted Gallup to gauge employees' level of engagement through an annual, companywide survey. The survey, available in multiple languages, includes questions that tie to measurable performance outcomes, which demonstrate effective employee engagement. We share survey results with senior leaders, managers and all associates through our company newsletter, global town halls and manager-led team discussions. Managers are expected to develop team-specific action plans based on the survey results, focusing on areas important to the team and where they can make meaningful progress.</p>

TRAINING AND DEVELOPMENT

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Approach to employee career development, including commitment to career management, career development policy and talent pipeline development</p>	<p>Our Talent Engagement & Development strategy seeks to engage and develop associates to support their personal and professional development and drive better business outcomes for Nielsen. We believe that managing one's career development and growth should be an ongoing collaboration between each associate, their manager and the broader Nielsen community. We are committed to ensuring that our people feel valued and know their work matters, and to empowering them to learn, grow, make a difference and reach their full potential.</p> <p>In our annual talent review, our HR team and business leaders do a deep dive into their organizations to plan for leadership succession, talent movements and development paths for our associates. This review helps to support employees' career development and the development of a talent pipeline that meets business needs.</p> <p>All employees have access to myCareer, our career management system. Through this system, associates can create a profile that summarizes their career background, experiences, product knowledge, technical skills, languages spoken and career aspirations, and indicates when they are actively seeking new opportunities. Hiring managers then use this tool to select potential candidates who may be a good fit for open roles.</p> <p>We also offer mentoring programs that provide valuable learning, development and networking experiences, matching associates with mentors who can support their personal and professional development objectives. We enable these mentoring relationships both within and beyond an associate's business unit, country or region through our global myMentor program.</p> <p>Finally, our Diverse Leadership Network helps to further diversify our workforce, especially our management and leadership team, as described in the Diversity & Inclusion section.</p> <p>For more information about careers at Nielsen, see our career stories webpage.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Performance review process	All employees receive annual performance reviews. We also encourage associates to have focused “check-in” discussions at least three times per year as well as ongoing one-on-one conversations with their managers. During the check-ins, managers provide feedback on job performance and discuss associates’ career and skill development, future aspirations, work-life balance and other issues that may impact job satisfaction and performance.
Access to career planning resources and performance reviews, including percentage of employees receiving performance reviews and percentage receiving multidimensional feedback	All associates have access to career development resources and performance reviews. Four percent of employees elected to receive multidimensional performance reviews in both 2018 and 2019.
Employee training programs, including training policy, programs to upgrade employee skills and training for nonmanagers	<p>We have made significant investments in technology and programs that provide easy-to-access, on-demand learning and skill development anytime, anywhere.</p> <p>In 2019, we introduced two significant improvements to our training toolkit:</p> <ul style="list-style-type: none"> • A new learning experience platform—myLearning powered by Degreed—that enables employees to engage in learning activities best suited to their individual needs and supports our commitment to build a culture of learning at Nielsen. • A new Associate Development program that provides learning across a wide spectrum of soft skills, including those required for the workforce of the future. <p>myLearning by Degreed leverages free content and subscription-based resources, such as Harvard Business Publishing, as well as internally developed programs presented in a blended and highly personalized manner. It features a robust learning catalog, including manager and leadership development, technical skills and product knowledge, as well as modules about Nielsen’s global responsibility and sustainability efforts, including information about how associates can engage and make an impact through Nielsen Cares and Nielsen Green. As we evolve as a company—and give associates new ways to learn and grow—we are providing opportunities to “re-skill” and “up-skill” for associates who may take on new career paths, whether as a result of changing technological trends or new areas of interest. Degreed allows us to expand our training offerings to meet these changing needs.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>We are also focused on building leadership skills, as these have a direct impact on business performance, employee engagement and helping our clients address critical business issues. We offer leadership development programs for associates at all levels, including:</p> <ul style="list-style-type: none"> • The Emerging Leaders Program (ELP), which is for early-career associates and includes tracks for associates across HR, Finance and our Commercial business; • Workshops for mid-level leaders on a path to more senior positions; • Functional- and business-area Leadership Forums; • The Diverse Leadership Network for mid-career, high-performing diverse talent; and • A Manager Excellence program that focuses on key behaviors such as managing the business, leading teams, developing people and employee engagement, as well as on leading with integrity, including how managers should (and should not) handle any integrity issues they receive. <p>For some of these programs, we have worked with educational institutions in order to deliver the most cutting-edge content to our participating associates. For example, participants in our Diverse Leadership Network participated in coursework at Emory University's Goizueta Business School in Atlanta.</p> <p>We also create new training modules as needed to support associates in specific functional areas. For our client-facing associates, for example, we have developed courses on presenting effectively to clients, sales, and negotiation skills.</p> <p>Overall, we remain committed to helping prepare the workforce of tomorrow for successful careers. We offer a variety of internship programs and apprenticeships in locations around the world for those just getting started in their careers, based on specific business needs. Since 2016, we have offered students the unique opportunity to complete a fellowship at the Nielsen Media Lab, where they can leverage Nielsen's resources to research a topic of their choosing.</p>
<p>Apprenticeship programs</p>	<p>Nielsen U.K. has managed an award-winning apprenticeship program since 2014, with graduates successfully transitioning into roles across our organization. In 2017, we launched a degree-level apprenticeship, through which students complete rotations at Nielsen while studying for a degree in business and management practice certified by Oxford Brookes University. In 2018, we welcomed 12 new apprentices to this program. In 2019, we had 24 apprentices working across Nielsen, all of whom are guaranteed a role at the end of their program.</p> <p>In early 2020 in Karachi, Pakistan, we collaborated with the Institute of Business Administration to launch an educational market research initiative for graduating students called Nielsen Academy. The program, comprising both coursework and fieldwork, aims to not only equip students with the knowledge necessary to excel in the workforce, but also provide them the opportunity to learn about the latest research dynamics from experts in the field.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Measuring training effectiveness, including quantitatively measuring benefits from investments in employee development programs, and monitoring and measuring human capital development</p>	<p>We track the effectiveness of our training programs by measuring skill development, internal role changes, retention, international job transfers and other measures. We do not track the total number of hours spent in training as a measure of success, because we know that much learning happens outside of formal training programs through day-to-day engagement across teams and associates, and because we are focused on cultivating the positive outcomes of these development opportunities through meaningful metrics such as those mentioned previously, like employee satisfaction and growth in the organization.</p> <p>We recently upgraded our learning management and training system to myLearning by Degreed. Since its launch in September 2019, we have engaged more than 16,000 employees through this new platform. In addition to myLearning by Degreed, our associates are also offered other training opportunities in person in our offices around the world, as well as other options that are relevant to their job functions and responsibilities.</p>

RECRUITMENT

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Initiatives for talent recruitment</p>	<p>To succeed as a company, we need the right people in the right jobs. As much as possible, we seek to hire from within. In 2018, 27% of open positions were filled by internal candidates; in 2019, 28% of open positions were filled by internal candidates.</p> <p>When hiring externally, we work hard to ensure the right fit. All university hires and most experienced hires attend in-office sessions where we can observe how they engage with a diverse group of associates—from first-year analysts to senior executives—and with each other in a variety of formal and informal settings.</p> <p>To ensure we consider and hire more diverse candidates, we require diverse candidate slates. In the U.S. we define “diverse slates” as including at least two ethnically diverse candidates and at least two female candidates. Globally, diverse slates focus on having at least two female candidates in the slate. We are also rolling out training on unconscious bias, to educate our managers about biases in their hiring practices that they may not be aware of. Our Employee Resource Groups often assist with recruitment through candidate referrals and recruitment events at universities.</p> <p>We are also committed to expanding our talent recruitment channels to include candidates with nontraditional backgrounds and career histories. Similar to our commitment to impact sourcing, we seek to increase the number of applicants from nontraditional channels in order to provide a path to employment for those who may otherwise be excluded.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Onboarding process	<p>We work to successfully integrate employees into the company from day one by helping new hires understand our culture, be clear on their roles and feel connected to their new team and to the broader Nielsen community. Our First 30 onboarding initiative includes a Discover Nielsen training that provides a welcome from our CEO, an overview of the company and our culture—including our focus on diversity and inclusion—an introduction to growing their careers, and an overview of our global responsibility and sustainability programs, among other topics. It also emphasizes the value of integrity in everything we do.</p> <p>As new associates continue through their first 30 days at the company, they have access to an onboarding website that provides a one-stop resource for information about training, benefits, travel and expenses and technical support. The First 30 program also includes manager and HR onboarding guides and access to our Google Currents new hire community, to help new associates feel more connected.</p> <p>To track the effectiveness of our First 30 initiative and continually improve the new hire experience, we regularly seek guidance from an onboarding network composed of global colleagues.</p>
Hiring cost per full-time employee (FTE)	<p>In 2019, our hiring cost per FTE was \$1,670; in 2018, it was \$1,781. These figures include all recruiting costs and reflect a global average.</p>

COMPENSATION AND BENEFITS

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Compensation approach	<p>Nielsen is committed to providing appropriate pay and benefits for all associates, commensurate with the work being performed and in accordance with applicable laws and regulations. Our associates are rewarded and promoted based on performance against priorities and how they live the Nielsen values. Similar roles may have different pay levels due to factors such as the overall performance of the business and team, the associate's experience, geographic location and market conditions.</p> <p>Our pay philosophy is to provide a total compensation package that is market-competitive based on data provided by independent third parties and that also provides an opportunity for pay growth and role progression based on individual contribution and company performance. We regularly review our compensation practices to ensure they are equitable and support our pay-for-performance philosophy and culture of diversity and inclusion.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE																	
Gender pay equity	<p>Gender pay equity is fundamental to Nielsen’s compensation philosophy and practices. We have robust employee data on gender globally, and we conduct regular audits to ensure that our pay outcomes reflect our commitment to pay equity.</p> <p>All of our compensation decisions take gender equity into consideration, and with each of our annual compensation planning processes, we review associate pay for gender balance and fairness. Additionally, we conduct our detailed pay equity analysis annually, including a review with our Board of Directors. To do this, we developed a scientific and statistically driven analytic method to assess the gender pay gap. The method controls for variables that may influence pay (such as performance, experience, location, tenure and other factors) and is applied consistently and globally. The results from the 2019 assessment show that, on average, across all countries measured, we have a global pay gap of less than 1%. We prioritize individual level reviews for countries where we have a pay gap above 2%. Should we find specific instances of pay inequity for individuals in similar jobs, we develop action plans to close gaps. We are fully committed to gender pay equity, and we continue to review and refine our methodology and drill down by country and job to ensure pay equity is continuously addressed across the organization. As the business continues to evolve and population shifts, we are focused on equality across the employee lifecycle, and gender pay equity is an ongoing process and a constant goal.</p>																	
Median employee vs. CEO pay	<table border="1" data-bbox="459 1010 1498 1339"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Median employee pay¹</td> <td>\$29,055</td> <td>\$32,646</td> </tr> <tr> <td>CEO, Mitch Barns²</td> <td>\$10,785,368</td> <td>N/A</td> </tr> <tr> <td>CEO, David Kenny³</td> <td>\$19,804,677</td> <td>\$12,936,400</td> </tr> <tr> <td>Compensation ratio</td> <td>371:1</td> <td>396:1</td> </tr> </tbody> </table> <p>¹ Median annual salary of all global employees, excluding CEO.</p> <p>² Mitch Barns was Nielsen’s CEO until December 3, 2018.</p> <p>³ In 2018, the Compensation Committee approved David Kenny’s compensation package. The package was constructed to attract a candidate of his leadership caliber and proven entrepreneurial and digital technology experience in a highly competitive recruitment market. His target compensation was positioned at the median of our market benchmarks. More details about all aspects of his total compensation are included in our 2019 Proxy Statement, pp. 39-40.</p> <p>See 2020 Proxy Statement, p. 68, and 2019 Proxy Statement, pp. 39-40, 70.</p>				2018	2019	Median employee pay ¹	\$29,055	\$32,646	CEO, Mitch Barns ²	\$10,785,368	N/A	CEO, David Kenny ³	\$19,804,677	\$12,936,400	Compensation ratio	371:1	396:1
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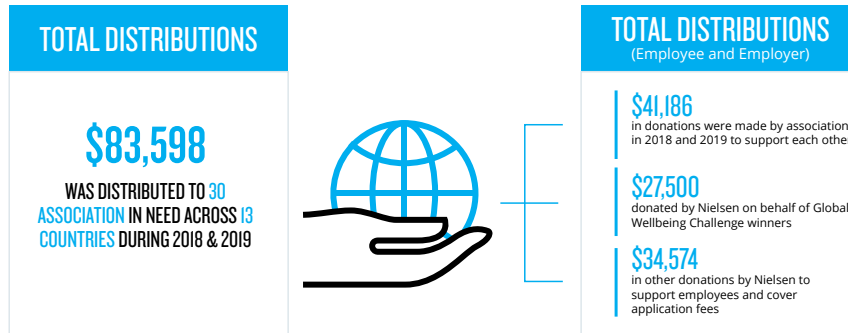
INFORMATION REQUESTED	NIELSEN DISCLOSURE
Short-term pay incentives	<p>Nielsen’s compensation programs include several short-term incentive programs, such as the global Annual Incentive Plan (which covers approximately 11,000 employees and rewards individual contributions to producing superior business results) and Sales Incentive Plans (which reward client-facing associates based on their growing relationships with existing clients or expanding services to new clients). We also offer long-term incentive plans through our equity plan. Restricted Stock Unit and/or Stock Option awards are granted annually to senior-level and professional associates. Additionally, our Employee Stock Purchase Plan provides associates at all levels of the company the opportunity to purchase Nielsen stock on a quarterly basis at a 5% discount.</p>
Retirement planning and savings, including defined benefit plan obligations	<p>Financial well-being is a critical part of our total well-being approach, and we recognize that financial concerns contribute to employees’ well-being. We assess measurable financial metrics—including 401k participation, contributions and investment type—to assess whether employees are optimizing retirement planning benefits. As a result of direct employee feedback, we decided to offer employees the opportunity to purchase Nielsen stock at a 5% discount through our Employee Stock Purchase Plan.</p> <p>We also offer financial well-being training through regular seminars and webinars for our associates.</p> <p>We use internal employee data to identify opportunities to promote participation in our financial benefits program using segmented approaches by age, generation, location, correlation among risk scores and other relevant factors.</p> <p>See also our 2018 10-K, pp. 90-91, and our 2019 10-K, p. 93.</p>
Healthcare programs	<p>Nielsen offers medical insurance benefits and wellness programs for associates that meet or exceed market norms. We’ve expanded our focus to promote total well-being, including personal health, financial health and work-life balance, and to encourage engagement in activities such as exercise, healthy eating, stress management, resilience and volunteering. Through our Whole You program (see more below), we strive to bring all of the pieces of employee health and well-being together in a comprehensive and coordinated benefits program.</p>
Reproductive health benefits, including adoption benefits, fertility benefits and gender reassignment benefits	<p>Adoption: Full-time associates in the U.S. are eligible for up to \$25,000 in reimbursement for adoption expenses under our Adoption Assistance program. Adoptive parents also receive 12 paid weeks for bonding time. In 2019, Nielsen was named No. 8 out of the top 100 Best Adoption-Friendly Workplaces by the Dave Thomas Foundation for Adoption. To make the top 100, organizations are assessed on their financial reimbursement and paid leave offerings, compared with other companies across the U.S.</p> <p>Fertility: In the U.S., Nielsen covers in full two cycles of fertility treatment (with no dollar limit) and offers a \$25,000 surrogacy reimbursement for families that choose that path to parenthood.</p> <p>Gender reassignment: In the U.S., gender reassignment is covered by our health plan, subject to medical criteria.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Employee well-being/ additional health and wellness benefits, including nonoccupational health programs; healthy lifestyle incentives; and substance abuse, mental health, fitness, health and nutrition, and stress management programs</p>	<p>Whole You program: Nielsen is committed to creating a culture of health and well-being and to giving associates and their families the resources they need to live healthier lives. Our Whole You program focuses not just on physical health—though that’s an essential part—but also on the emotional, financial, social and environmental well-being of our associates.</p> <p>The Whole You online interactive platform provides associates with self-assessments, tools, resources and guides to holistic wellness in areas such as nutrition, exercise, stress management and work-life balance. We offer regular webinars on these and other topics for our global associates, and we also offer a variety of on-site wellness initiatives at our office locations around the world, ranging from webinars on stress management to financial planning to exercise classes. Some Nielsen locations also offer monthly on-site visits from holistic health and wellness coaches, nutritionists and exercise experts.</p> <p>We offer incentives to encourage employee participation in our wellness programs. In the U.S., associates and insured spouses/partners can earn up to \$300 in incentives for exercising, making healthy eating choices, tracking their sleep, and getting appropriate immunizations and relevant health testing as well as an annual physical.</p> <p>Also in the U.S., those covered through our medical plans can earn annual premium discounts for healthy or improved weight, blood pressure, cholesterol and glucose levels, as well as for being tobacco-free (or completing a cessation program), through our voluntary Healthy Measures program. Additionally, U.S. employees are eligible for a Get Healthy Rewards Program reimbursement to cover out-of-pocket costs for fitness classes, gyms, bike-share programs and weight-reduction programs.</p> <p>To support consistent and high-quality health and well-being offerings across our global operations, we have a set of global coverage guidelines that outline the types of programs that should be offered in each of the Whole You program areas of physical well-being, emotional well-being, financial well-being, and environmental and social well-being. In our initial compliance assessment in 2016, we reviewed all global sites with 50+ employees—representing approximately 150 worksites in 68 countries and about 70% of Nielsen’s global employee population—and found that 96% of the worksites received either a bronze, silver or gold certification. Nearly half (70 worksites) received gold-level certification, meaning that at least 10 of the 14 guidelines were met. We will continue to reassess initiatives periodically as we use the insights from this assessment and other feedback to evolve our global well-being strategy.</p>

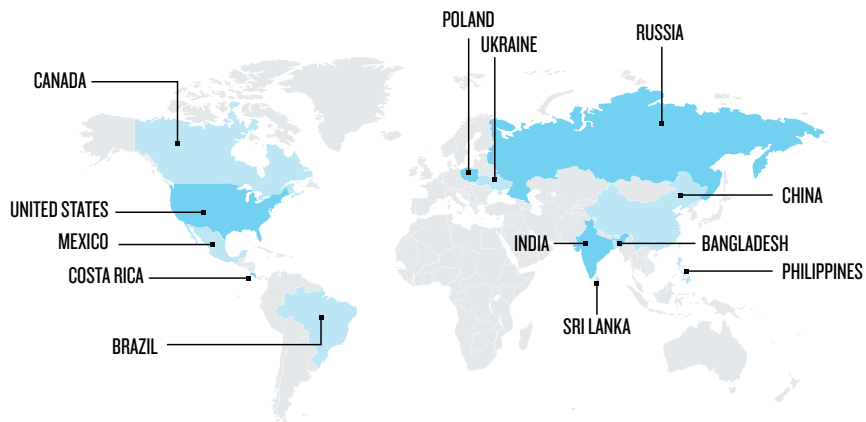
INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Mental health: In the U.S., we provide twice-annual mental health awareness/suicide prevention training to both associates and people leaders as well as a Mental Health Resources Guide. Globally, we provide ongoing webinars around topics such as suicide prevention, stress management, mindfulness and relaxation techniques. Most locations have access to mental health services in some capacity. During Global Mental Health Month, we sponsor global efforts to destigmatize mental illness and urge associates to talk about their challenges and support themselves and each other.</p> <p>We also provide annual training for HR business partners, people leaders and associates to recognize the signs and symptoms of an associate in need of emotional assistance or intervention. This training is specifically designed to provide the information and tools necessary to help ensure the safety of the associate and fellow co-workers.</p> <p>Stress management: We provide regular webinars throughout each year hosted by medical doctors, psychologists and social workers around the topics of stress reduction, mindfulness and relaxation techniques. Many offices also bring in experts in the areas of meditation, yoga and stretching.</p> <p>Substance abuse: We address substance abuse as part of our ongoing well-being mental health webinars. These webinars include tips for identifying potential substance abuse and how to seek and provide help.</p> <p>Fitness programs: In the U.S., we subsidize almost all fitness programs at the rate of \$75 per quarter. Additionally, we offer free on-site fitness programs or events in most global offices. We also encourage employee fitness through our Global Step Up Challenge. In this month-long competition, associates form teams and compete at the country, location and business-unit level to see which team can collectively walk the greatest number of steps during the challenge. This voluntary challenge provides opportunities for associates to set goals and encourage one another, no matter where they are on their health and wellness journey.</p> <p>Nutrition: Where applicable, we focus on providing healthy offerings in our cafes and cafeterias. In several offices, we provide an array of free healthy snacks and drinks. Our ongoing well-being webinars include nutrition topics, such as eating for health, and weight loss. In the U.S., our health coach provides on-site nutritional counseling and demonstrations (which are live-streamed to accommodate associates from around the world) as well as one-on-one counseling. We also offer Platejoy, a menu planning/recipe/grocery shopping app, to all U.S. associates. Our global well-being ambassadors work to help provide healthy options during events.</p> <p>Employee emergency support: Through the Nielsen Global Support Fund, associates can donate to fellow associates in need and apply for grants in times of personal hardship or natural disaster. In 2018 and 2019 collectively, the fund administered 30 grants to associates in need (13 grants in 2018, and 17 grants in 2019).</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
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NIELSEN GLOBAL SUPPORT FUND 2018 & 2019



2018-2019 GRANTS MADE TO ASSOCIATES



<p>Paid time off, including parental leave</p>	<p>We offer generous paid and unpaid leave options for a range of employee needs. The options include paid vacation, parental leave, bereavement leave, sick days, military training and active duty, short- and long-term disability, volunteering and community service, and jury duty.</p> <p>To help ensure a healthy work-life balance, we have implemented myTime, through which there is no maximum limit on the number of vacation days that associates can take in a year. Our myTime program gives associates the flexibility and autonomy to manage their work time and decide when and how much vacation time to take. It enables associates to take the time to follow their own passions, explore and recharge with friends and family throughout the year.</p> <p>Parental leave: We offer paid time off for our associates to take parental leave. In the U.S., we offer a market-leading paid leave of 20 weeks for birth mothers, with 12 weeks of paid leave as bonding time for all parents.</p>
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INFORMATION REQUESTED	NIELSEN DISCLOSURE						
	<p>Employees Taking Parental Leave</p> <table border="1" data-bbox="459 321 1468 489"> <thead> <tr> <th data-bbox="459 321 967 384">2018</th> <th data-bbox="967 321 1468 384">2019</th> </tr> </thead> <tbody> <tr> <td data-bbox="459 384 967 447">Female: 483</td> <td data-bbox="967 384 1468 447">Female: 681</td> </tr> <tr> <td data-bbox="459 447 967 489">Male: 105</td> <td data-bbox="967 447 1468 489">Male: 263</td> </tr> </tbody> </table> <p>Please see our Guide to Time Away from Work for full details on paid time off at Nielsen. Also see our Family and Medical Leave Policy statement.</p>	2018	2019	Female: 483	Female: 681	Male: 105	Male: 263
2018	2019						
Female: 483	Female: 681						
Male: 105	Male: 263						
Flexible work hours and work-life balance	<p>All global offices provide flexible schedules when and where practical. And we offer the myTime program, described above.</p> <p>In addition to flexible work schedules and flexible time off, in the U.S., Nielsen provides subsidies for backup childcare at home or at a daycare center. We work with Bright Horizons to provide support to families in need of child care and elder care as well as other services such as college admissions support.</p>						

TRANSITIONS AND REORGANIZATIONS

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Responsible management of reorganizations and employee layoffs	<p>No major layoffs occurred during the reporting period. For more information, please see our 2019 10-K pp. 44-46 for the consolidated results, including restructuring charges, for the year ended December 31, 2019 compared to the year ended December 31, 2018.</p> <p>Nielsen offers a severance program in many countries that includes salary continuation and often transition assistance such as outplacement and continued employee benefits, if a separated associate qualifies for severance. In all countries, all applicable laws are followed for separation benefits. Separation notice to employees is governed either by minimum notice periods or governing law.</p> <p>We have implemented a retention program connected to our Strategic Review. To support retention during times of change, we also have strong financial incentives in place for our senior leaders to encourage them to stay with the company and to drive growth and margin expansion.</p> <p>In the European Union, Nielsen guarantees the right of information and consultation through employees' representative bodies. Consultation takes place within a timeframe that allows works councils to deliver an opinion and/or recommendation about possible consequences and impact to the employees of business changes. In the exercise of their function, workers' representatives are protected. The company ensures that members of works councils and trade unions are not adversely affected in their careers as a result of the exercise of their function.</p>

FAIR LABOR PRACTICES

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Grievance mechanisms training/compliance	<p>Nielsen associates may file formal or informal grievances through any member of management, including their own or next-level managers, and any member of Human Resources. We also maintain a Helpline through which associates can bring formal and informal grievances anonymously. Associates and others can share concerns or ask questions via the Helpline in a number of different ways, including but not limited to: by country-specific phone numbers, on the Helpline website, and by reaching out to our Global Compliance & Integrity team at SpeakUp@nielsen.com or Integrity@nielsen.com. Additional contact details and options are listed on page 49 of our Nielsen Code of Conduct.</p> <p>All grievances are investigated promptly. Our Code of Conduct and trainings assure that no associates are to be retaliated against for bringing forth formal or informal grievances. As part of our continuous improvement approach, our Global Compliance & Integrity team recently refined our reporting process for many grievances to be investigated directly by HR as well as Integrity Leaders globally.</p> <p>All employees have access to our grievance process and related policies, including our Code of Conduct, on our company intranet site, Nielsen Now, which is translated into all major languages as well as any others where required by law.</p> <p>See also:</p> <ul style="list-style-type: none"> • Nielsen Code of Conduct • Global Commitment to Human Rights
Working conditions policy	<p>As it relates to our direct employees, Nielsen follows all national, federal, state and local wage and hour laws. Nielsen associates are not required to work “excessive hours,” and all employees are free to leave work during breaks and meal allotments as well as at the end of their shifts. Terms of employment are covered in each individual associate’s employment letter. In the U.S., Nielsen follows all guidelines outlined by the Occupational Safety and Health Administration. We expect our suppliers to abide by our Supplier Code of Conduct as it relates to their own labor standards.</p> <p>See also:</p> <ul style="list-style-type: none"> • Nielsen Code of Conduct • Nielsen Supplier Code of Conduct • Global Commitment to Human Rights
Collective bargaining and freedom of association policy	<p>We fully support workers’ right to freely associate and bargain collectively. Approximately 30% of Nielsen employees are covered by collective bargaining agreements and local works councils. In the European Union, 100% of Nielsen employees are covered by the European Works Council (EWC). We consult with the EWC regularly and request their opinions and/or recommendations about significant business decisions.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>In some countries, we have multiple agreements to cover works councils and unions. In other countries, we may have no written agreements but follow all laws and government regulations.</p> <p>In Europe, to ensure collective bargaining rights, we periodically review freedom of association and share the results with the EWC.</p> <p>See also:</p> <ul style="list-style-type: none"> • Global Commitment to Human Rights
<p>Minimum notice periods for operational changes</p>	<p>In the U.S., we follow a best practice of at least 30 days minimum notice period for operational changes.</p>
<p>Incidents of noncompliance with labor standards</p>	<p>There have been no instances of noncompliant labor standards during the reporting period. Also, no back wages or civil penalties were assessed by the U.S. Department of Labor’s Wage and Hour Division during the reporting period.</p>

HEALTH AND SAFETY

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Health and safety management system, prevention of incidents, and training</p>	<p>In 2019, we were proud to be named one of the Top 100 U.S. Companies Supporting Healthy Communities and Families by JUST Capital, and as a silver winner in the National Business Group on Health’s “Best Employers: Excellence in Health & Well-Being” awards.</p> <p>Our workforce is predominantly based in offices, where occupational safety issues are minimal. Therefore, this issue has not risen to the level of high materiality for Nielsen.</p> <p>However, we do have a significant population of field associates who recruit and maintain relationships with our research panelists, visit retail stores for inventory tracking and/or service Nielsen equipment. These associates are critical to our success as a company, and we strive to ensure that they stay safe on the job. The most common health and safety issues they face are slip-and-fall injuries and traffic accidents.</p> <p>We track all relevant incidents to determine causes and trends, and then develop preventative steps to minimize those occurrences through adoption of additional safety measures and training.</p> <p>Nielsen maintains workers’ compensation safety guidelines and manager training presentations to equip our associates with the tools they need to prevent—and as needed, to report—work-related injuries or illnesses. For associates who drive as a function of their job, we provide a fleet safety manual and safety training.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>For our Television Audience Measurement Operations in the U.S., we maintain a safety committee that looks at ways to help reduce safety risks that might result in workers' compensation claims and auto injuries. In 2018, we updated our field safety training program. All new hires to this team participate in this training, and existing associates take an annual refresher training. The committee also created a safety dashboard, to give managers an up-to-date look at workers' compensation claims and auto loss data. The committee continues to work on additional issues, including personal safety devices, procedures for avoiding exposure to contagious diseases, and drug screening and testing</p> <p>Nielsen's approach to safety management includes:</p> <ul style="list-style-type: none"> • Safe work procedures and written instructions; • Health and safety training and instructions; • Identifying hazards and managing risk; • Inspections of premises, equipment, workplaces and work practices; • Investigation of incidents, as needed; • A Joint Health and Safety Committee and representatives; • Occupational health and safety programs; and • System auditing.
Work-related injuries	<p>Because our workforce is predominantly based in offices, where occupational safety issues are minimal, we do not publicly report work-related injury data. The primary types of work-related injuries experienced by Nielsen associates, primarily occurring among our field staff, are motor vehicle accidents, slips and trips, animal/insect bites, and manual material handling/lifting injuries.</p>

WORKFORCE DATA

INFORMATION REQUESTED	NIELSEN DISCLOSURE		
Headcount details	Headcount by type	2018	2019
	Total headcount	46,650	46,711
	Full-time headcount	44,725 (96%)	44,628 (96%)
	Full-time headcount by gender	Male – 23,551 (53%) Female – 21,151 (47%) Undisclosed – 23 (0%)	Male – 23,335 (52%) Female – 21,163 (47%) Undisclosed – 130 (0%)
	Full-time headcount by region	Asia Pacific – 15,206 (34%) Europe, Middle East & Africa – 12,523 (28%) Central & South America – 6,709 (15%) North America – 10,287 (22%)	Asia Pacific – 16,066 (36%) Europe, Middle East & Africa – 12,496 (28%) Central & South America – 6,694 (15%) North America – 9,372 (21%)
	Total U.S. headcount	10,004 (21%)	9,743 (21%)
	Part-time headcount	1,925 (4%)	2,083 (5%)
	Part-time headcount by gender	Female – 1,356 (70%) Male – 567 (30%) Undisclosed – 2 (0%)	Female – 1,486 (71%) Male – 592 (28%) Undisclosed – 5 (0%)
	Part-time headcount by region	Asia Pacific – 114 (6%) Europe, Middle East & Africa – 817 (42%) Central & South America – 182 (10%) North America – 812 (42%)	Asia Pacific – 110 (5%) Europe, Middle East & Africa – 917 (44%) Central & South America – 126 (6%) North America – 930 (45%)
	Temporary headcount	1,059 (2%)	973 (2%)

INFORMATION REQUESTED	NIELSEN DISCLOSURE														
	<table border="1"> <thead> <tr> <th data-bbox="459 285 797 359">Headcount by type</th> <th data-bbox="802 285 1154 359">2018</th> <th data-bbox="1159 285 1507 359">2019</th> </tr> </thead> </table>	Headcount by type	2018	2019											
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	<p>Please note that for the purposes of our 10-K reporting, we use full-time equivalents, whereas for this more detailed reporting on our workforce, we have used total headcount. Percentages may not sum to 100 due to rounding. Total headcount includes full-time and part-time headcount. Temporary headcount includes consultants and interns. See the Diversity & Inclusion section for additional data.</p>														
New hires and turnover	<table border="1"> <thead> <tr> <th data-bbox="459 1117 797 1190">New hires and turnover</th> <th data-bbox="802 1117 1154 1190">2018</th> <th data-bbox="1159 1117 1507 1190">2019</th> </tr> </thead> </table>	New hires and turnover	2018	2019											
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	<table border="1"> <tbody> <tr> <td data-bbox="459 1207 797 1281">New headcount by age group</td> <td data-bbox="802 1207 1154 1281">Under 30 years – 6,883 (62%)</td> <td data-bbox="1159 1207 1507 1281">Under 30 years – 6,982 (67%)</td> </tr> <tr> <td></td> <td data-bbox="802 1287 1154 1318">30-50 years – 3,830 (34%)</td> <td data-bbox="1159 1287 1507 1318">30-50 years – 3,094 (30%)</td> </tr> <tr> <td></td> <td data-bbox="802 1325 1154 1356">Over 50 years – 449 (4%)</td> <td data-bbox="1159 1325 1507 1356">Over 50 years – 418 (4%)</td> </tr> </tbody> </table>	New headcount by age group	Under 30 years – 6,883 (62%)	Under 30 years – 6,982 (67%)		30-50 years – 3,830 (34%)	30-50 years – 3,094 (30%)		Over 50 years – 449 (4%)	Over 50 years – 418 (4%)					
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New headcount by gender	Male – 5,629 (50%)	Male – 5,133 (49%)													
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	Undisclosed – 45 (0%)	Undisclosed – 66 (1%)													

INFORMATION REQUESTED	NIELSEN DISCLOSURE		
	New hires and turnover	2018	2019
	New headcount by region	Asia Pacific – 3,809 (34%) Europe, Middle East & Africa – 2,878 (26%) Central & South America – 1,673 (15%) North America – 2,802 (25%)	Asia Pacific – 3,699 (35%) Europe, Middle East & Africa – 2,588 (24%) Central & South America – 1,545 (15%) North America – 2,692 (26%)
	Absolute turnover rate ¹	24%	22%
	Voluntary turnover rate	16%	15%
	Involuntary turnover rate	7%	7%
	Hiring cost per FTE	\$1,781	\$1,670
	Open positions filled by internal candidates ²	27%	28%
	<p>¹ Absolute turnover rate includes voluntary and involuntary exits divided by December 2018 and December 2019 headcount.</p> <p>² This metric shows internal hires as a percentage of total hires, calculated as % Internal Hires = # Internal Hires / (# Internal Hires + # External Hires). Internal hires are defined as lateral moves and promotions.</p> <p>Percentages may not sum to 100 due to rounding. Please note that for the purposes of our 10-K reporting, we use full-time equivalents, whereas for this more detailed reporting on our workforce, we have used total headcount.</p>		

DATA PRIVACY AND SECURITY DISCLOSURE

DATA PRIVACY POLICY

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Data privacy policy, including policies and practices regarding customer information</p>	<p>Our Global Privacy and Data Use Policy addresses Nielsen’s collection, use, disclosure and retention of data about unique individuals. The policy is generally applied to all Nielsen services, processes and technologies—whether client-facing or internal—that utilize individual-level data, including during the development or assessment of new processes or technology, as well as by all Nielsen affiliates, subsidiaries, majority-owned joint ventures, associates and contractors. The importance of protecting data privacy and security is also emphasized in our Supplier Code of Conduct.</p> <p>The Global Privacy and Data Use Policy is organized around a set of high-level principles: privacy by design, trust and accountability, notice, choice, data quality, data minimization, limited use and retention, access and correction, children’s data, cross-border transfers of data, transfers of data to third parties, and data security.</p> <p>Additionally, Nielsen Marketing Cloud is a member of the Digital Advertising Alliance (DAA), the Network Advertising Initiative and the European DAA and adheres to the privacy codes of conduct of these organizations applicable to online advertising enablement, which the rest of Nielsen does not perform. We also prohibit our clients from identifying individuals with the data we provide them, or from using our data to make decisions relating to employment, housing, credit or insurance.</p> <p>See our full Privacy Statement for more detail.</p>

MANAGEMENT APPROACH TO DATA PRIVACY

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Management approach to data privacy, including programs, compliance and employee training</p>	<p>For consumers to willingly share information with us, they have to trust us. We therefore take seriously our commitment to keeping all personal and confidential data private.</p> <p>Our approach to privacy centers on minimizing an individual’s identifiability within our processing operations to the greatest extent possible, while still observing sound data science and market research methodologies to extract research insights from individual-level data. Much of the data we use is masked or pseudonymized in various ways within our systems to protect individuals from direct identification, and we have controls in place to prevent individuals from being reidentified from data provided to our clients. We follow an approach of “privacy by design” to ensure that our privacy principles—which align with globally accepted fair information practices—are embedded in the design of our products and services during the development stage.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Where we perform measurement of the general public or our services support interest-based advertising, we do so using anonymized or pseudonymized data. We maintain extensive privacy notices on the Privacy page of our website describing the various types of data collection and use in which Nielsen engages, and we provide the public with instructions for how to opt out of our measurement products.</p> <p>Our privacy compliance program consists of:</p> <ul style="list-style-type: none"> • Policies and procedures to implement legal requirements and give effect to individual rights under privacy laws; • A dedicated team of experienced privacy professionals to provide oversight and expertise; • Privacy and security training for all employees, along with ongoing communications on specific topics; • Embedding privacy by design into our products and services; • Security and contractual controls to limit our employees' and service providers' access to personal data in our systems by role, and to limit onward transfer of personal data handled on our behalf; • Response procedures to deal with data security incidents or other issues; and • Continuous review and improvement of all aspects of our program. <p>See our full Privacy Statement for more on our data privacy approach, including notifications on data we collect and methods for communication to and from data subjects.</p> <p>We investigate complaints regarding our privacy and data use practices and take remedial action where appropriate. Any Nielsen associate who receives a privacy-related complaint must escalate it to Nielsen Privacy. The general public can reach out via a dedicated email address for privacy inquiries. As stated in our Nielsen Code of Conduct, we take all violations of our Code seriously; this includes any violations of our privacy compliance program. If, following an investigation, a violation is found, Nielsen will determine the appropriate consequences in accordance with local laws, which may include disciplinary action up to and including termination. In the case of potentially illegal activities, the company may also refer the matter to appropriate authorities or pursue civil or criminal remedies.</p> <p>As outlined in our Supplier Code of Conduct, we expect suppliers to implement similar policies and procedures to protect data privacy and security.</p>

GOVERNANCE OF PRIVACY AND DATA SECURITY ISSUES

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Governance of privacy and data security issues, including Board oversight</p>	<p>Privacy issues are managed by our Chief Privacy Officer, who works with a team dedicated to handling privacy compliance, with oversight from our Chief Legal & Corporate Affairs Officer. Data security, including cyber security, is overseen by our Chief Information Security Officer, who reports directly to our Chief Legal & Corporate Affairs Officer.</p> <p>The Chief Legal & Corporate Affairs Officer and Chief Information Officer report to the Audit Committee of our Board of Directors, which oversees internal risk management and data privacy issues. The Audit Committee receives updates at least quarterly from the Chief Information Officer on Nielsen’s information, technology and data protection security systems; its preparedness in preventing, detecting and responding to breaches; and any incidents and related response efforts. The Audit Committee is responsible for sharing these updates with the full Board.</p>

APPROACH TO DATA SECURITY AND CYBER SECURITY

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Approach to data security and cyber security</p>	<p>Nielsen is committed to protecting the security of all client and consumer information. Our Cyber 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. We deploy and utilize innovative custom-built and commercial solutions at a global scale. Nielsen’s Cyber Security Program aligns with the National Institute of Standards and Technology’s Cyber Security Framework, which includes five core functions: identify, protect, detect, respond and recover.</p> <p>Policy and governance: Nielsen uses a principles-based approach to deliver specific control areas within the Nielsen Cyber Security Policy. This policy defines the minimum set of controls that are necessary to uphold the company’s reputation and protect sensitive information. The policy is reviewed annually to ensure appropriate controls and implementation across the company. Controls within the policy are tiered, to ensure that appropriate protection is provided for every level of information classification. Nielsen’s information classifications are: public, internal, confidential and confidential-restricted.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Governance for this policy includes:</p> <ul style="list-style-type: none"> • An annual review of implementation; • Annual approval from the Chief Information Security Officer; • Publication and translation into multiple languages; • Regular updates as indicated by changes in technology, business requirements, regulations or industry practices; and • Emergency policy reviews and releases as required. <p>We have a defined exception process in place for deviation from data security controls. The process requires a review of business justifications and impacts while considering additional or alternative mitigating controls before approval is considered.</p> <p>Risk management: The Cyber Security team focuses on identifying cyber security risks throughout business streams, educating the business owners of risks and providing consultation regarding requirements for alternative mitigations. Control attestations are completed to determine how implementation has occurred across specific services, products or business processes. The Cyber Security team maintains a constant feedback loop with our Chief Legal & Corporate Affairs Officer and other members of our senior leadership team to ensure we are continually testing the security of our environment and addressing any potential issues in a timely manner. We also undertake additional risk management procedures in the following special circumstances:</p> <ul style="list-style-type: none"> • Contracts: In coordination with Legal, the Cyber Security team regularly reviews and provides recommended information security language for client and third-party contracts to include specific security control requirements where applicable, specialized reporting and response procedures in the event of an incident, self-certification procedures, and audit rights definitions. • New product development: The Cyber Security team employs engineers and security architects who work side by side with infrastructure, networking and application development teams to embed security into the design of new products that are either purchased or built in-house. This coordinated approach allows teams to more easily identify risks based on the capabilities, features and use cases of the new products brought into our secure environment.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<ul style="list-style-type: none"> Acquisitions: The Cyber Security team engages with acquisitions and divestitures to ensure that security is established alongside the integration of acquired technologies and networks. The acquisition and divestiture processes include due diligence measures, integration requirements and other processes that ensure compliance with the Nielsen Cyber Security Policy. In the case of joint venture (JV) partners, we work with each JV to develop an internal Cyber Security Program based on our model, utilizing our policies, practices and procedures to satisfy cyber security requirements to our level of standard. <p>Assessments of third parties who collect, process or store Nielsen confidential or confidential-restricted information: The Cyber Security, Legal and Procurement teams perform in-depth cyber security assessments on third-party security implementations and technology prior to adopting third-party solutions. Reassessments are conducted on a recurring basis.</p> <p>Insurance: Nielsen procures insurance for cyber security incidents with limits applicable to the anticipated risk.</p>
Data security and cyber security threat detection	<p>We use a Threat and Vulnerability Management and Penetration Testing program to detect new vulnerabilities and help assign priority to remediation. This program leverages a combination of appliance-based and software agent-based scanners to detect vulnerabilities across our operations. Where possible, we integrate tools for automation and to facilitate CI/CD (Continuous Integration/Continuous Delivery) processes. We have defined remediation periods based on the severity of findings, which in turn drives prioritization and the implementation of remediation actions.</p> <p>Nielsen contracts with leading security firms to provide penetration testing services for identified high-risk applications, which we supplement with our own internal penetration tests. We also conduct targeted Red Team exercises, utilizing third-party vendors and internal teams, to test the security of our environment holistically and ensure the safety of our applications and information.</p> <p>We operate a 24/7 Cyber Security Operations Center to respond to malicious behavior and identify incidents through monitoring, alerts and analysis of network activity, as well as through cyber intelligence findings.</p> <p>We continue to invest in technology and enhanced processes to assist us in staying on top of threats facing our environment. Continual improvement of these capabilities includes periodic Red Team testing conducted by a third party. This testing provides visibility to improve technology capabilities, processes and procedures within the Cyber Security Operations Center.</p>
Data security and cyber security training	<p>Nielsen’s Code of Conduct—which all employees must certify knowledge of annually—sets expectations for employees to protect confidential information, defines examples of confidential information, stresses the prevention of unauthorized disclosure and provides links directly to our internal Nielsen Cyber Security Policy.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>All new employees are required to complete and pass cyber security fundamentals training within their first 30 days of being employed.</p> <p>We supplement the Code of Conduct information with ongoing training provided through newsletter articles, emails, social media posts, global broadcast events, panel discussions and guest speakers. Training topics include, but are not limited to, the following:</p> <ul style="list-style-type: none"> • Data protection principles regarding the use, protection, storage, transmission and disposal of confidential information, with specific focus on how certain data may not be used; • Guiding principles of information security (confidentiality, integrity and availability); • Physical security measures (facilities, devices, clean desk policy, printing and shredding); • Preventing unauthorized access; • User ID protection and password requirements; • Recognizing and reporting security incidents; • Managers' role in cyber security; and • Phishing, including simulation and quiz-based training courses in multiple languages. <p>Cyber Security Awareness Month: Every October, we do in-depth training and awareness on cyber security issues. With multiple weekly events, Cyber Security Awareness Month gives employees and contractors the opportunity to participate in live, virtual or on-demand activities.</p>
<p>Privacy and data security incident response</p>	<p>Nielsen has developed a robust incident management process to respond to a wide variety of cyber incidents globally. This process includes triage, investigation, evidence collection and storage, root cause analysis, and incident resolution with executive reporting.</p> <p>Cyber security incidents are responded to by the Nielsen Cyber Security Incident Response Team. This team maintains and oversees implementation of the Executive Cyber Security Incident Response Plan, which details the response framework, executive decision-making roles, prioritization and escalation of defined events, supporting procedures and response management. This plan includes specific subprocesses such as handling privacy breaches, communications and commercial legal incidents. The Incident Response Team maintains a global capability.</p>
<p>Data security breaches, customer privacy incidents and losses of customer data</p>	<p>In 2018 and 2019, Nielsen received a small number of complaints, all of which were either unsubstantiated or resolved directly with data subjects to their satisfaction.</p>

ENVIRONMENT DISCLOSURE

ENVIRONMENTAL MANAGEMENT

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Approach to environmental management, including ownership of environmental issues and commitments at each level of the company; approach to managing environmental compliance; environmental sustainability policy; and environmental management system</p>	<p>Under the umbrella of Nielsen Green, we take a comprehensive and holistic approach to responsible environmental management, considering our direct impacts as well as our ability to influence the environmental performance of our suppliers and other stakeholders. In our own operations, we focus on our most material environmental impacts: waste, business travel and energy. Through our supply chain sustainability platform, we engage and collaborate with our supplier network to improve their performance and minimize the lifecycle environmental impacts of our business. And, we collaborate with our clients and other stakeholders to help facilitate a lower-carbon economy. By unlocking the unique power of our data to help fuel change for a more promising future—and sharing these insights with the world—we are advancing our collective understanding of how evolving consumer preferences and purchases are driving sustainability. Our wide-ranging tools and services, focused on innovation and predicting future consumer needs and preferences, can help our clients to maximize their resources while minimizing their environmental impacts.</p> <p>In addition to complying with laws and regulatory requirements, we seek to continually reduce the adverse environmental effects of our products and services during their full lifecycle, including design, creation, and use.</p> <p>Environmental, social and governance (ESG) issues are overseen at the Board level by the Nomination and Corporate Governance Committee. Our Global Responsibility & Sustainability (GR&S) team oversees and manages our global ESG strategy and performance on a day-to-day basis. This team reports to our Chief Legal & Corporate Affairs Officer and presents to the Board at least once per year. Among other responsibilities, the GR&S team works with other functions and teams to ensure alignment with relevant environmental mandates and requirements such as compliance with local laws. Compliance is managed both globally and locally, depending on the team responsible for the relevant requirement or local execution of our global strategy. We regularly evaluate the effectiveness of our environmental management processes through a detailed, cross-functional review.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>All Nielsen leaders have responsibility for ESG issues in some way. For example, the management of energy- and waste- reduction efforts is integrated into our review process with senior leadership and our Technology/Operations Sustainability Council. The Technology/Operations Sustainability Council focuses on connecting our global ESG efforts with our operational strategies across groups within the Tech/Ops function, such as Global Procurement, Finance, Technology, Real Estate, Architecture and Infrastructure. Our Real Estate leads investigate local targets for the reduction of waste and energy across our operational footprint. Our Chief Procurement Officer has responsibility for supply chain sustainability, including assessing and managing our suppliers' climate-related risks and impacts.</p> <p>We use an environmental management system (EMS) software for all utility-based data collection, and management and reporting of our emissions data. Though our EMS is not third-party certified, our emissions and resource consumption data are externally verified by a third party prior to reporting.</p> <p>In addition to these formal environmental management governance systems, we are privileged to have thousands of associates around the world who are passionate about working together to reduce our collective environmental footprint. These employees have been organizing into local Green Teams—voluntary groups that lead grassroots projects at our various locations around the globe throughout the year, aligning their goals and impact with Nielsen's most material environmental areas (waste, business travel and energy). Through simple but impactful initiatives, these volunteers have been changing our behavior and interaction with the environment every day. Examples of their work include our laptop donation program supporting local nonprofits, electronic and plastic recycling drives, awareness drives, green travel challenges, collaborations with Facilities leaders for green building certifications, and more. As further evidence of our Green Teams' coordinated impact, Nielsen participated in World Cleanup Day in 2018 and 2019 and also engaged in a Data for Good project to lead a pro-bono trash blindness survey.</p> <p>In late 2019, we introduced a new approach to our local citizenship efforts, creating a more collaborative and holistic structure that will allow for greater insight and impact across our global offices. At the local level, we have combined our Green Teams with our Nielsen Cares employee volunteerism efforts and our Employee Resource Groups, calling these newly combined groups Inclusion Impact Teams (IITs). The Nielsen Green and Nielsen Cares aspects of the IITs are now aligned through our Social & Environmental Responsibility (SER) Committees, which are part of each local IIT.</p> <p>See our Global Environmental Policy & Guidelines Across Functions for full detail on our approach to environmental management.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Direct and indirect environmental impacts, including materiality of emissions sources for the company</p>	<p>Given the pressing issues of climate change and dwindling natural resources globally, we believe that all companies—including Nielsen—have a role to play in minimizing environmental impacts and maximizing environmental efficiencies and benefits. As described in our Global Environmental Policy & Guidelines Across Functions, given the nature of our business, our primary environmental impacts are waste management, energy management and business travel. Per our nonfinancial materiality assessment findings, our operations do not have significant impacts on biodiversity.</p> <p>In an effort to further reduce greenhouse gas (GHG) emissions, we have also looked at the indirect environmental impacts in our supply chain by conducting our first Scope 3 emissions assessment in 2019.</p> <p>See our nonfinancial materiality assessment for more on how we identify our most material impacts.</p>
<p>Commitment to reducing environmental impacts</p>	<p>Reducing environmental impacts from our own operations, and working to reduce impacts in our supply chain as well as for our clients, is central to our policy and approach to managing environmental and climate-related issues. See our Global Environmental Policy & Guidelines Across Functions for our overall strategy and commitment to reducing our environmental impacts through our operational processes, as well as for more detail on our approach to responsible resource management.</p>
<p>Employee training on environmental issues</p>	<p>All associates have access to sustainability information through our Green Teams, Social & Environmental Responsibility (SER) Committees, and online training. Our SER Committees, which are led by our employees as part of our local Inclusion Impact Teams around the world, provide engagement and training on social and environmental issues, and are open to all employees.</p> <p>Nielsen now offers courses, articles and modules through a new program: myLearning powered by Degreed. This platform enables associates to access a huge selection of internal and external content (videos, podcasts, articles, etc.), including corporate social responsibility and sustainability-related articles and videos available to all associates to search and view based on their interests. (See the Human Capital section for more detail.)</p> <p>Through this myLearning platform, training modules are offered for all Inclusion Impact Team members as well as specific training for SER Committee leaders. These training sessions include detail about our social and environmental strategies and policies and how the SER Committees can take the responsibility for activating these at a local level.</p>
<p>Environmental goals, including quantitative objectives in all relevant environmental issue areas and short-term GHG emissions target</p>	<p>See our detailed infographic for more information on our environmental goals and progress toward them.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Low-carbon products or services; efforts to promote sustainable consumption and engage customers in lower-emission and climate change strategies</p>	<p>Just as Nielsen has put more focus on environmental, social and governance issues in recent years, so have our clients. More and more companies are seeking to make their operations—and their products—more sustainable and responsible. Our research, data and insights can help them do that.</p> <p>In the fast-moving consumer goods (FMCG) industry, for example, the rising trend in consumer preferences for sustainability and healthier food and drink options—and for transparency about ingredients and their provenance—has had a profound effect. Transparency is no longer a nice-to-have, but a must. We are responding to these changing trends with new products and solutions that support our clients’ growth. One example is our ingredient and label measurement tool, Nielsen Product Insider, which is powered by Label Insight, a product data refinery platform. This tool combines data from Nielsen and Label Insight to help FMCG and retail clients better understand how ingredients and label claims are performing across the store. By helping clients understand the market potential for sustainable products and avoid producing less-sustainable options without consumer appeal, Nielsen data and insights contribute to a more efficient, lower-carbon economy.</p> <p>In addition, we regularly conduct research for our clients about perceptions, issues and concerns relating to environmental sustainability and corporate responsibility. This information—complemented by a broad array of additional Nielsen products and services—helps clients more efficiently develop products, services, partnerships and internal actions that consider ESG impacts. We also share key insights with the broader public about consumer trends and new innovations in the industries we support, via Nielsen Insights and our Nielsen Database podcast episodes.</p>
<p>Engaging with suppliers and other partners on environment and climate strategies, including efforts to promote sustainable consumption</p>	<p>See the following for details on how we engage with our suppliers and other partners:</p> <ul style="list-style-type: none"> • Supply Chain Management section of this report • Public Policy section of this report • Global Environmental Policy & Guidelines Across Functions
<p>Environmental technologies and principles used in the design and construction of buildings</p>	<p>Our efforts to reduce the impacts of our buildings and facilities are described in our Global Environmental Policy & Guidelines Across Functions.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Green information technology measures</p>	<p>We are working to reduce the environmental impacts associated with our information technology systems, in particular regarding our energy use and electronic waste (e-waste). As part of our overall data center and office consolidation efforts, we removed more than 800 devices across all of our global regions during the reporting period. To reduce the negative impact of end-of-life management of our electronics, we are working with approved suppliers who use safe and environmentally friendly disposal methods. In 2017, we launched an e-waste business process improvement project, through which we re-evaluated our current e-waste vendors against certain environmental criteria. With a committed focus on ensuring none of our electronic waste goes to landfill, by 2019 we were able to use the findings from that evaluation to identify and onboard new vendors who support this vision, ensuring responsible management of Nielsen’s e-waste globally.</p> <p>In 2018, through just one of our electronic waste management vendors, we avoided 654 metric tons of GHG emissions (measured in carbon dioxide equivalents or CO₂e) through the reuse and recycling of e-waste. By the end of 2019, according to our two primary e-waste management vendors, we avoided almost 28,676 metric tons of GHG emissions through the reuse, donation and recycling of our e-waste.</p> <p>While water use in our direct operations has not emerged as a significant material area in our nonfinancial materiality assessment process, we nevertheless recognize that access to potable water is a societal issue and a fundamental human right for everyone. With this in mind, we strive to minimize the impact of our daily operations on the availability of collective water resources.</p>
<p>Green meeting guidelines</p>	<p>Nielsen has established Green Meeting Guidelines for associates to use as they plan local meetings and events. Associates are encouraged to share the steps they have taken to make their meetings more sustainable, and to complete assessment forms to help us track the impact of these efforts. The green metrics they report on range from the use of videoconferencing instead of traveling to meet in person, to food waste management, to reducing our paper usage.</p> <p>In addition, Nielsen Green and our Global Events & Partnerships teams are working together to establish key performance indicators that will allow us to track and identify sustainable efficiencies in how we are organizing and managing larger-scale global events. For these bigger events, we work to select venues that promise more environmentally friendly facilities and infrastructure, as well as implement innovative and sustainable communications and registration mechanisms, among other efforts.</p>
<p>Noncompliance with environmental laws and regulations</p>	<p>We had no instances of noncompliance with environmental laws or regulations during the reporting period.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Environmental risk assessments	We assess environmental risks through our formal Enterprise Risk Management process, as well as through our nonfinancial materiality assessment process. In 2018 we also undertook a global climate risk assessment to identify the physical and transitional business risks related to climate change over the short and long terms. See the Climate Change, Energy and Emissions section and our TCFD Report for more on how we assess and monitor climate-related risks on an ongoing basis.

CLIMATE CHANGE, ENERGY AND EMISSIONS

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Process for identifying climate-related risks and the climate-related risks that have been identified, including risks of Scope 1, 2 and 3 GHG emissions affecting both the current state and future of the company and its operations; impacts of climate-related risks on company strategy; and management of climate-related risks and issues	<p>Nielsen recognizes both the imperative reality of climate change and the opportunities for increased efficiency and effectiveness that it presents. We are working with teams and leaders across our organization to continue to ensure that climate change risks and opportunities are integrated into our business strategy and that we are taking meaningful action to drive continuous improvements where needed.</p> <p>The process of identifying, assessing and managing climate-related issues is integrated into our overall, companywide Enterprise Risk Management process, in which Climate Change is assessed as a standalone risk. In 2018, we conducted a climate risk assessment that looked into both physical risks and transition risks related to climate change through 2050. The findings from this assessment have implications for all aspects of our business. As a result, we have engaged teams across areas including Global Responsibility & Sustainability, Real Estate/Facilities, Security, Business Resiliency, Risk & Insurance, Technology, Global Procurement, Architecture, and Infrastructure to review the findings for relevancy and impact and to identify improvement opportunities accordingly.</p> <p>For full details on our climate-related risk assessment and management, see the following:</p> <ul style="list-style-type: none"> • TCFD Report • 2018 10-K, pp. 23-24 • 2019 10-K, pp. 25-26 • 2019 Proxy Statement, pp. 15-16 • 2020 Proxy Statement, pp. 16-17 • Global Environmental Policy & Guidelines Across Functions • Nonfinancial materiality assessment

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Board’s oversight of climate-related risks and opportunities</p>	<p>At the Board of Directors level, Nielsen’s Nomination & Corporate Governance Committee is responsible for reviewing the company’s policies, practices and positions relating to corporate citizenship and sustainability, including but not limited to environmental quality and other environmental, social and governance areas. The Board considers the impact of these areas on Nielsen’s internal and external stakeholders, including our employees, clients, suppliers and investors.</p> <p>For full details, see our TCFD Report as well as:</p> <ul style="list-style-type: none"> • 2019 Proxy Statement, pp. 15-16 • 2020 Proxy Statement, pp. 16-17 • Risk Management section of this report
<p>Management’s role in assessing and managing climate-related risks and opportunities</p>	<p>Nielsen’s senior management—including our CEO—reviews climate change as a standalone risk in our formal Enterprise Risk Management process.</p> <p>The management of climate change and energy reduction efforts is integrated into our management review process with senior leadership and through our Technology/ Operations Sustainability Council. Our Chief Technology Officer oversees our data center efficiency efforts, which also aim to reduce energy use. Our Real Estate leads investigate local targets for the management of waste and energy reduction across our operational footprint. Our Chief Procurement Officer has responsibility for supply chain sustainability, including assessing and managing our suppliers’ climate-related risks and impacts.</p> <p>For full details, see our TCFD Report as well as our Global Environmental Policy & Guidelines Across Functions.</p>
<p>Incentives for management of climate change issues</p>	<p>Our corporate executive team’s approach to addressing risks—including climate-related risks—and their ability to effectively respond to those risks, is tied to their compensation as part of a multidimensional, comprehensive review. This applies to our Chief Legal & Corporate Affairs Officer, Chief Financial Officer and Chief Human Resources Officer, among other leaders.</p> <p>Members of our Global Responsibility & Sustainability team, along with other leaders and teams with direct and indirect responsibility for our environmental sustainability management, are rewarded based on Nielsen’s performance against our relevant social and environmental strategies and objectives. This information is used in annual performance reviews and as part of a holistic approach to compensation decisions.</p> <p>For example, the Real Estate/Facilities function’s strategic efforts include reduction of waste and water usage, as well as maximization of our energy savings. Procurement managers can receive monetary rewards for advancing environmental criteria in purchases. See the Supply Chain Management section of this report and our Environmentally Preferable Purchasing Policy for more details.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>At the discretion of management, all employees are eligible to receive monetary awards and recognition for their contributions toward emission reductions and other sustainability projects. All associates who participate in initiatives that focus on optimal utilization of our natural resources, as well as reducing our overall impact on the environment, are eligible for rewards through Simply Excellent, a tool for acknowledging collaboration and innovation. We also have an ongoing recognition program focused specifically on responsible and sustainable business actions called Global Responsibility & Sustainability Champions.</p> <p>See also our Global Environmental Policy & Guidelines Across Functions.</p>
Climate scenario analysis	<p>As part of the physical and transitional risk assessment process, the independent, third-party service provider that we engaged to conduct our climate risk assessment in 2018 also did a deeper dive into carbon pricing risk and business model stress testing to complete a series of scenario analyses that assessed how different scenarios may affect our business, based on our approach to our energy goal. Additional details on this, and the results from this analysis, are provided in our TCFD Report.</p>
Metrics used to assess climate-related risks and opportunities	<p>In addition to the metrics used in our scenario analysis and climate risk assessment (described above), we also measure climate-related risks by measuring our own and our supply chain's GHG emissions. See the Environmental Data section in this report for our GHG emissions data.</p>
Adaptation to climate change	<p>We recognize that our suppliers, facilities and product lines are all in some way impacted by climate change, requiring us to adapt or mitigate impacts. Climate change adaptation efforts, along with other business resilience efforts, are considered a part of our business continuity and disaster recovery process. Our Business Resiliency team works with mission-critical platforms to ensure that whenever any kind of incident occurs—including weather- and climate-related incidents—our platforms continue to function, or are able to recover as quickly as possible. The Business Resiliency team uses tools such as risk assessments to understand the potential effect of risks specific to a team, platform or organization, and to plan mitigation steps for minimizing the impact of those risks. The team also employs business impact analyses to look at the key processes that take place within a platform or organization. Both exercises help ensure that our strategies in these areas are comprehensive and coordinated. This team also works with other teams across the organization, including Human Resources, Communications, Global Responsibility & Sustainability and others, to ensure we are all coordinated in our ongoing preparation and incident response plans. To that end, our Incident Management team is on point when a disaster does occur, to ensure that the right teams are taking action as needed. The findings from our 2018 climate risk assessment further highlight our identification, adaptation and mitigation efforts across our global footprint and operations.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE								
Energy and emissions management, including internal price on carbon	<p>Our approach to managing energy and emissions is described in our Global Environmental Policy & Guidelines Across Functions.</p> <p>We do not currently use an internal price on carbon, but, as described above, we have included carbon pricing in our climate change risk-related scenario analyses, and we continue to evaluate whether or how this practice may make sense for Nielsen in the future.</p>								
Emission-reduction initiatives and results	<p>Key emission-reduction initiatives we undertook in 2018 and 2019, and their results, are described below.</p> <table border="1" data-bbox="464 621 1500 1346"> <thead> <tr> <th data-bbox="464 621 824 684">Type of Emission Savings</th> <th data-bbox="824 621 1500 684">Initiative</th> </tr> </thead> <tbody> <tr> <td data-bbox="464 688 824 972">Energy efficiency process improvements</td> <td data-bbox="824 688 1500 972">We are upgrading our data centers to all-flash storage, among other data center transformations and consolidations. At the end of 2019, this effort was 64% complete; in 2020, the goal is to achieve 95% completion. As part of this overall effort, in 2018 we eliminated almost 852 servers, saving more than 752,985 lbs. of carbon emissions.</td> </tr> <tr> <td data-bbox="464 976 824 1150">Energy efficiency process improvements</td> <td data-bbox="824 976 1500 1150">In 2018 and 2019, we “refreshed” 10,600 laptops by upgrading them and improving their power efficiency instead of sending them to landfill, thereby avoiding more than 105,998 lbs. of carbon emissions.</td> </tr> <tr> <td data-bbox="464 1155 824 1346">Emissions waste avoidance</td> <td data-bbox="824 1155 1500 1346"> In 2019, through the reuse and recycling of e-waste, almost 28,676 metric tons of CO₂e were avoided. <i>(Source: Ingram Micro Commerce & Lifecycle Services and SPW Enterprise)</i> </td> </tr> </tbody> </table>	Type of Emission Savings	Initiative	Energy efficiency process improvements	We are upgrading our data centers to all-flash storage, among other data center transformations and consolidations. At the end of 2019, this effort was 64% complete; in 2020, the goal is to achieve 95% completion. As part of this overall effort, in 2018 we eliminated almost 852 servers, saving more than 752,985 lbs. of carbon emissions.	Energy efficiency process improvements	In 2018 and 2019, we “refreshed” 10,600 laptops by upgrading them and improving their power efficiency instead of sending them to landfill, thereby avoiding more than 105,998 lbs. of carbon emissions.	Emissions waste avoidance	In 2019, through the reuse and recycling of e-waste, almost 28,676 metric tons of CO ₂ e were avoided. <i>(Source: Ingram Micro Commerce & Lifecycle Services and SPW Enterprise)</i>
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Methods used to drive investment in emission-reduction activities	<p>The following are some of the key methods we use to drive investment in emission-reduction activities:</p> <p>Climate risk assessment: In early 2018, we conducted our first global climate risk assessment, and we have since worked to determine the full relevance and implications of the findings across all functions. We have also identified potential opportunities for specific functional areas. More about our latest update on the findings and Nielsen’s efforts to manage risks and opportunities related to climate change can be found in our TCFD Report.</p> <p>Employee engagement: Nielsen’s Social & Environmental Responsibility Committees (part of our local Inclusion Impact Teams) are led by employee volunteers who drive local, regional and global programs across Nielsen offices to support our commitment toward responsible resource usage and waste reduction. They also promote the overall protection, conservation and restoration of the environment where we operate around the globe.</p>								

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Green logistics and travel	<p>Logistics and business travel are important issues for Nielsen due largely to the climate impacts of transportation-related emissions. Our Global Travel & Procurement team manages our travel suppliers—including airlines, ground transportation providers, hotels and others—in order to provide the best possible value to our Nielsen associates and to ensure that we’re focused on responsible resource management and environmental sustainability in the way that we travel. In 2017, we updated our travel policy, which has allowed us to better understand our travel-related carbon footprint so that we can more effectively reduce it. Under this policy, we are now more accurately calculating our entire corporate spend relating to travel and entertainment—for example, by including associates in more countries and expanding our online tool to capture more expenses.</p> <p>We’ve also improved our online planning tool to make sustainable options more prominent. For example, more users now see videoconferencing options and preferred travel vendors who have been vetted against sustainability criteria.</p> <p>Nielsen’s Green Meeting Guidelines also identify travel, local commuting and accommodation as key performance indicators that allow us to track and identify sustainable efficiencies in how we are organizing and managing large-scale global events.</p> <p>In 2017, we conducted our first global commuter survey to learn about our associates’ commuting habits. Starting in 2019, we aim to work collaboratively across functions to turn the results of this now-annual survey into actions that create regionally and locally appropriate opportunities to make commuting more sustainable for all our associates.</p> <p>See the Supply Chain Management section of this report for more on how we are working with our suppliers to reduce environmental impacts, including through our Environmentally Preferable Purchasing Policy. See the Environmental Data section of this report for details on CO₂e emissions from our business travel.</p>

WASTE

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Approach to waste management	<p>We support a variety of initiatives to reduce the generation of waste—particularly electronic waste and paper, given the nature of our business. And we are continually investigating new, environmentally efficient waste disposal options at each Nielsen facility, in line with our sustainability commitments and local laws and regulations. Because waste was identified as a key material issue for Nielsen, we’ve set a goal to send 0% of our global e-waste to landfills by the end of 2020, which we are on track to achieve. Using the findings from our global e-waste vendor assessment, we are now at almost 100% for all information technology equipment being sent for responsible disposal (e.g., recycling, refurbishing, reuse, etc.), diverting it from landfill by approved vendors.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Our approach to waste management is described in our Global Environmental Policy & Guidelines Across Functions. See the Environmental Data section of this report for waste data.</p>
Paper use and recycling	<p>We work to reduce our paper use, and therefore paper waste. We also encourage recycling across our locations where infrastructure exists in the local community. As an example of these efforts, our standard global policy is to set our printers to default duplex printing.</p> <p>There was a 15% reduction in our paper purchases across Nielsen regions between 2018 and 2019. Our Asia Pacific, North America and Latin America regions saw decreases in paper purchases of almost 42%, 33% and 34%, respectively.</p> <p>See the Environmental Data section of this report for paper usage and waste data.</p>

WATER

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Approach to water management	<p>While water use in our direct operations has not emerged as a significant material area in our nonfinancial materiality assessment process, we nevertheless recognize that access to potable water is a societal issue and a fundamental human right for everyone. With this in mind, we strive to minimize the impact of our daily operations on the availability of collective water resources.</p> <p>Our approach to water management is described in our Global Environmental Policy & Guidelines Across Functions. See the Environmental Data section of this report for water data.</p>

ENVIRONMENTAL DATA

INFORMATION REQUESTED	NIELSEN DISCLOSURE
Data assurance	<p>All of our emissions, waste and water data is externally assured and verified. See our Global Environmental Policy & Guidelines Across Functions for historical verification statements, as well as the Appendix of this report for our 2018 and 2019 verification statements.</p>

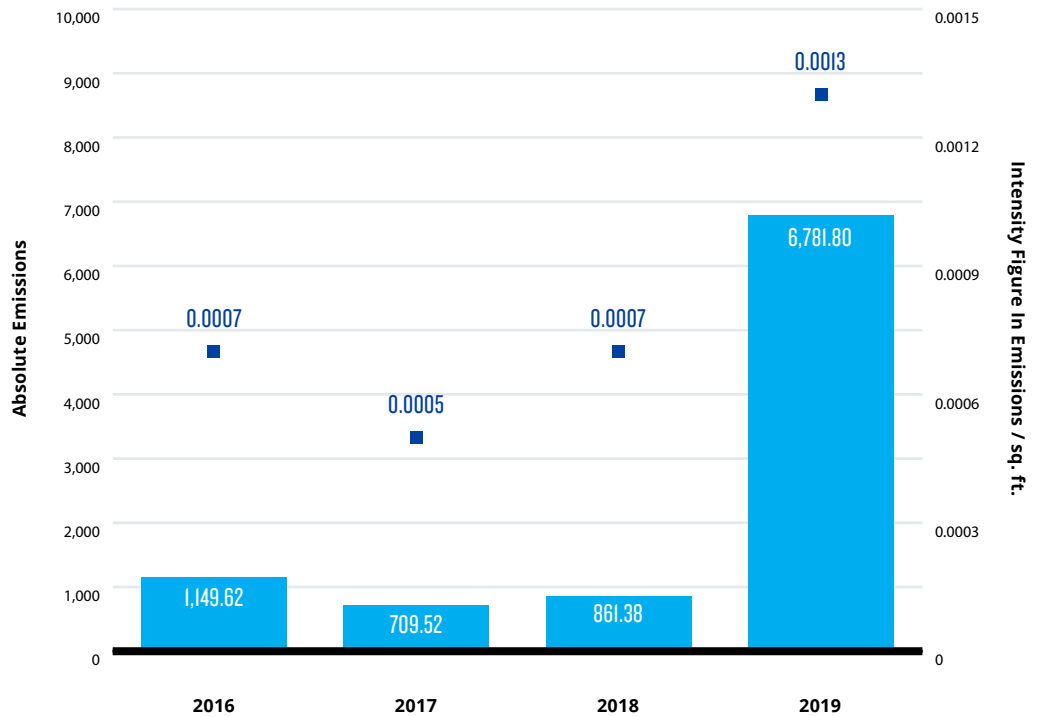
INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Greenhouse gas (GHG) emissions data collection and reporting methodology</p>	<p>Data collection process and methodology: Nielsen first established a formal program of monitoring and reporting our GHG emissions in North America in 2015, adding Latin America for the 2016 reporting period, Europe for the 2017 reporting period, and the rest of Nielsen (Middle East, Africa and Asia Pacific) starting in the 2018 reporting period. We have adopted the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) to report on the company's GHG emissions.</p> <p>In 2018, we onboarded a new tool for emission calculation called the Portfolio Environmental & Energy Reporting System (PEERS). PEERS is a proprietary energy management tool developed by Nielsen's global real estate services provider, JLL, to capture, analyze and report energy data. A third-party utility bill processor (ProKarma) is retained to enter utility bill data into a database; the data is then electronically conveyed from ProKarma into PEERS. Landlord data based on whole-building consumption is adjusted to reflect Nielsen's percentage of building square footage and is then entered manually into PEERS.</p> <p>PEERS methodology: In order to properly align energy use to the timing of weather and site operations—in other words, to understand how energy use went up or down in relation to the weather and site operations at any given time—PEERS translates (i.e., normalizes) reported consumption that is reflected in utility bills to the start and the close of each month. To normalize consumption, PEERS divides the billed consumption by the number of days in the billing period to determine the average daily consumption. The daily average is then multiplied against the number of days in each month that the bill straddles in order to arrive at the portion of the consumption that should be assigned to each month. In most cases, this approach results in two successive utility bills providing consumption data for one calendar month; care is taken to avoid accidentally double-counting emissions across multiple months. All work continues to be done in accordance with the Greenhouse Gas Protocol.</p> <p>While our utility data collection plan continued to expand each year, and new processes were added to enhance our reporting, challenges related to timely language translations and access to inventory, such as in landlord-owned facilities, limited us from gaining a full representation of every metric for each site in the regions covered in each reporting year. As such, for the emission and utility consumption data we share in this section for 2016 through 2018, we have also provided in the footnotes the square footage that each metric represents within the covered regions for each year. In order to increase our coverage in future reporting periods, we changed our methodology starting with our 2019 data reporting.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Change in reporting methodology for 2019 utility data (Scope 1, Scope 2, Water, Waste): In order to gain a more comprehensive and complete view of Nielsen’s global emissions and resource usage across facilities, while also acknowledging data accessibility challenges, we have changed our methodology for our 2019 reporting. Using the PEERS tool, all gaps in the data that impact complete coverage of Nielsen facilities’ utility consumption are bridged through estimates. These estimates apply to all sites with any missing or unavailable data to represent a full year’s coverage. Where only partial data is available or where data on a metric is unavailable, the estimates are based on prior-year consumption/usage and the cost for the applicable month or average of surrounding months using the Commercial Buildings Energy Consumption Survey’s national averages for “administrative or professional offices” for approximate energy intensity of fuels within Scope 1 and electricity consumption within Scope 2. To estimate water and waste for sites where we have no data on their consumption, we use a portfolio-specific usage intensity to extrapolate approximate usage based on the square footage of a site. We take the average consumption per square foot for the sites where we have data to get the portfolio-specific usage intensity value. Additional details on the methodology are available in our Global Environmental Policy & Guidelines Across Functions.</p> <p>All GHG emissions data, reported here and elsewhere, is calculated using the GHG Protocol and verified by a third party, Apex Companies, LLC (formerly Bureau Veritas North America or BVNA).</p> <p>The 2019 methodology change in how we calculate our utility-based emissions and resource usage—adding estimates to bridge any gaps in available data—now ensures that our reported data represent 100% of Nielsen’s global square footage for the first time in 2019. This explains the upward trend in the 2019 data for the metrics reported below in this section. Additionally, to better illustrate our year-over-year regional expansion of utility data reporting, intensity figures are displayed alongside absolute emissions or consumption to put each metric in the context of the relative square footage it represents, based on the specific sites within the regions that are covered in our reporting for that year (i.e., intensity figure = emission or consumption / sq.ft. the data represents as noted in the footnote). We have also included the total square footage in our global real estate portfolio for each year in order to provide full context.</p>
Scope 1 GHG emissions	Scope 1 GHG emissions are direct emissions that come from sources owned or controlled by the reporting entity. For Nielsen, this primarily includes generator fuel and natural gas. The 2019 methodology change in how we calculate our utility-based emissions and resource usage—adding estimates to bridge any gaps in available data—now ensures that our reported data represent 100% of Nielsen’s global square footage for the first time in 2019. This explains the upward trend in the 2019 data reported here.

INFORMATION REQUESTED **NIELSEN DISCLOSURE**

SCOPE I GREENHOUSE GAS EMISSIONS

In Metric Tons CO₂e



Square feet represented by emissions:
 2016: 1,747,895 (32% of total Nielsen sq. ft. in 2016); 2016 data represents North America & Latin America
 2017: 1,471,979 (26% of total Nielsen sq. ft. in 2017); 2017 data represents North America, Latin America & Europe
 2018: 1,201,174 (19% of total Nielsen sq. ft. in 2018); 2018 data represents all Nielsen regions
 2019: 5,224,928 (100% of total Nielsen sq. ft. in 2019); 2019 data represents all Nielsen regions including estimates for 100% representation of global portfolio (per methodology change)

The square footage in the chart for each year represents the coverage of the actual metrics as a percentage of our global Nielsen real estate portfolio. The total square footage included in our global real estate portfolio for each year is included below for reference.

- 2016 global portfolio = 5,494,512 sq.ft.
- 2017 global portfolio = 5,696,323 sq.ft.
- 2018 global portfolio = 6,178,044 sq.ft.
- 2019 global portfolio = 5,224,928 sq.ft.

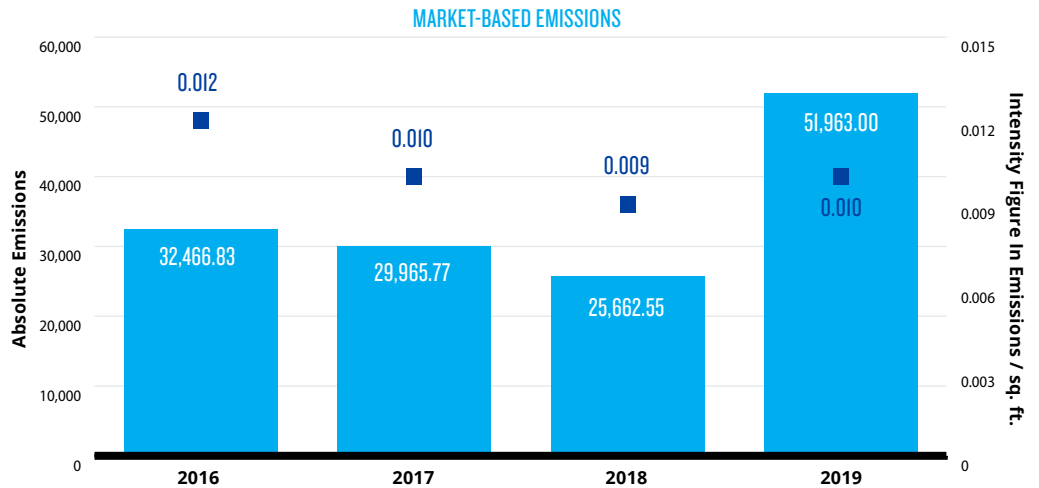
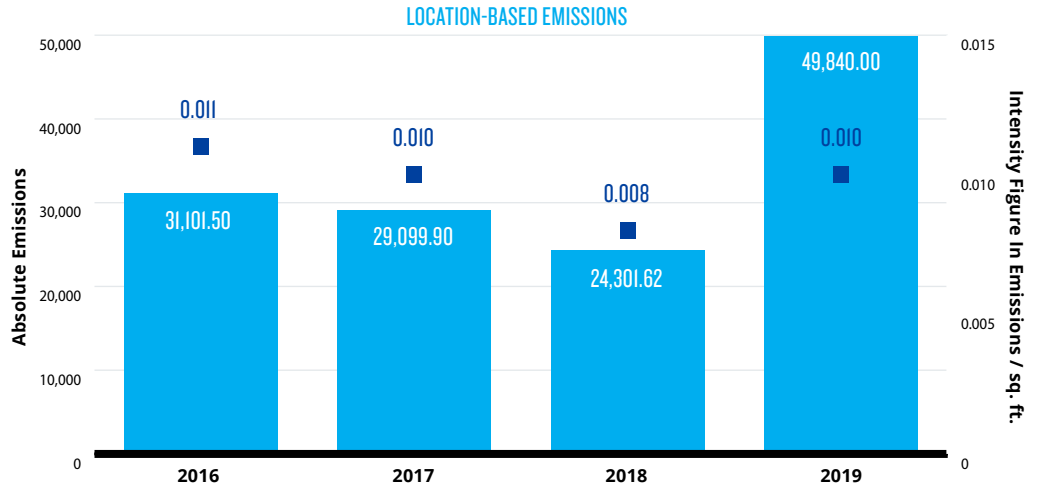
The intensity figures reported above have been normalized to metric tons CO₂e per square foot (sq. ft.) represented by the available data for North America and Latin America in 2016; North America, Europe and Latin America in 2017; and all Nielsen regions in 2018, including estimates added to bridge any gaps in actual data in 2019.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>2019 Scope 1 Emissions Regional Breakdown</p> <ul style="list-style-type: none"> • 2,621 metric tons CO₂e came from North America, representing 2,028,884 square feet. • 934 metric tons CO₂e came from Latin America, representing 528,930 square feet. • 1,623 metric tons CO₂e came from Europe, representing 1,483,887 square feet. • 1,604 metric tons CO₂e came from the rest of Nielsen’s regions, representing 1,183,227 square feet. <p>CO₂e Gases</p> <p>Below is the breakdown of components for our Scope 1 emissions:</p> <ul style="list-style-type: none"> • 6,776 tonnes CO₂ • 0.12 tonnes CH₄ • 0.01 tonnes N₂O <p>Diesel Fuel</p> <p>2018 Total fuel MWh consumed by the organization: 483.53. All fuel consumed was for self-generation of electricity for generators.</p> <p>2019 Total fuel MWh consumed by the organization: 432.36. All fuel consumed was for self-generation of electricity for generators.</p> <p>Natural Gas</p> <p>2018 Total fuel MWh consumed by the organization: 4,077.81. All fuel consumed was for self-generation of heat for our offices.</p> <p>2019 Total fuel MWh consumed by the organization: 36,139.49. All fuel consumed was for self-generation of heat for our offices.</p>
Scope 2 GHG emissions	<p>Scope 2 GHG emissions are indirect emissions from consumption of purchased electricity, heat or steam. For Nielsen, this primarily includes purchased electricity. Starting in 2016, we began reporting on market-based Scope 2 emissions, in addition to our location-based Scope 2 emissions. Market-based emissions include any green energy investments a company has made in its reporting period (e.g., renewable energy credits). The 2019 methodology change in how we calculate our utility-based emissions and resource usage—adding estimates to bridge any gaps in available data—now ensures that our reported data represent 100% of Nielsen’s global square footage for the first time in 2019. This explains the upward trend in the 2019 data reported here.</p>

INFORMATION REQUESTED **NIELSEN DISCLOSURE**

SCOPE 2 GREENHOUSE GAS EMISSIONS

In Metric Tons CO₂e



Square feet represented by emissions:
 2016: 2,776,087 (51% of total Nielsen sq. ft. in 2016); 2016 data represents North America & Latin America
 2017: 3,020,328 (53% of total Nielsen sq. ft. in 2017); 2017 data represents North America, Latin America & Europe
 2018: 3,003,265 (49% of total Nielsen sq. ft. in 2018); 2018 data represents all Nielsen regions
 2019: 5,224,928 (100% of total Nielsen sq. ft. in 2019); 2019 data represents all Nielsen regions including estimates for 100% representation of global portfolio (per methodology change)

The square footage in the chart for each year represents the coverage of the actual metrics as a percentage of our global Nielsen real estate portfolio. The total square footage included in our global real estate portfolio for each year is included below for reference.

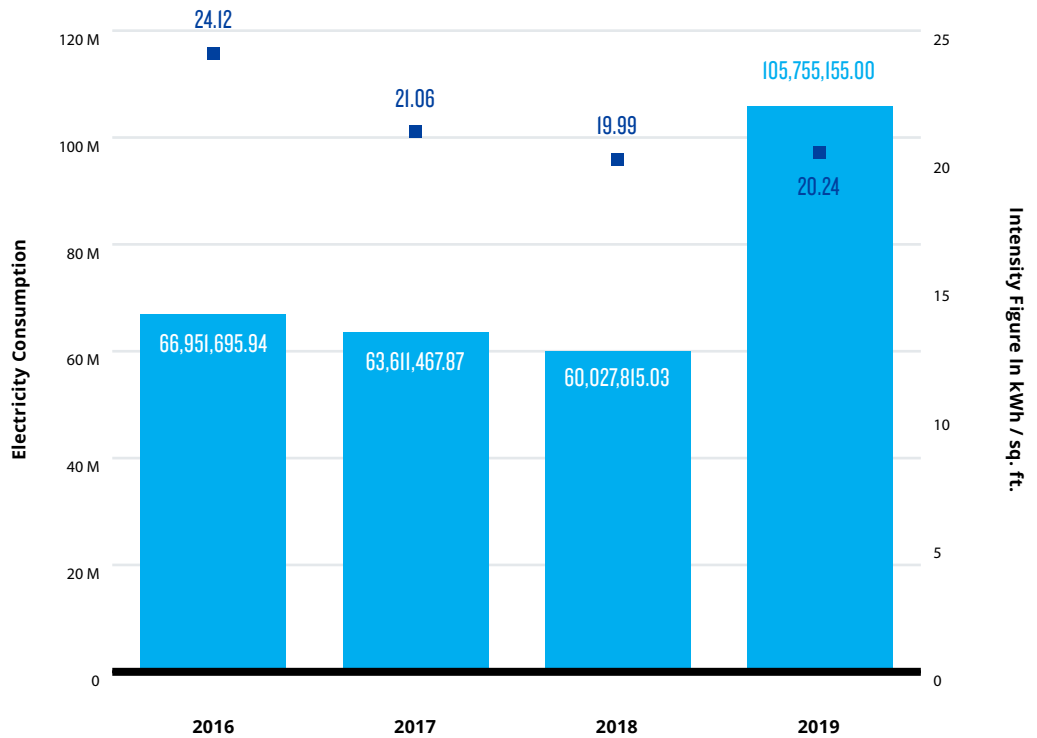
- 2016 global portfolio = 5,494,512 sq.ft.
- 2017 global portfolio = 5,696,323 sq.ft.
- 2018 global portfolio = 6,178,044 sq.ft.
- 2019 global portfolio = 5,224,928 sq.ft.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>The intensity figures reported above have been normalized to metric tons CO₂e per square foot (sq. ft.) represented by the available data for North America and Latin America in 2016; North America, Europe and Latin America in 2017; and all Nielsen regions in 2018, including estimates added to bridge any gaps in actual data in 2019.</p> <p>2019 Scope 2 Emissions Regional Breakdown</p> <ul style="list-style-type: none"> • 24,698 location-based metric tons CO₂e and 24,691 market-based metric tons CO₂e came from North America, representing 2,028,884 square feet. • 3,911 location-based metric tons CO₂e and 3,911 market-based metric tons CO₂e came from Latin America, representing 528,930 square feet. • 6,332 location-based metric tons CO₂e and 8,461 market-based metric tons CO₂e came from Europe, representing 1,483,887 square feet. • 14,901 location-based metric tons CO₂e and 14,901 market-based metric tons CO₂e came from the rest of Nielsen’s regions, representing 1,183,227 square feet. <p>CO₂e Gases</p> <p>Below is the breakdown of the components for our Scope 2 emissions. Data reported is for location-based emissions. The component breakdown is provided in the emissions factor datasets by IEA and eGrid—the datasets we use for location-based factors. For market-based, we do not have supplier-specific data and are using residual mixes to calculate the market-based emissions. The residual mix datasets (Green-e Residual Mix Factors and AIB European Residual Mix Factors) only provide CO₂e factors, not the corresponding component factors individually.</p> <ul style="list-style-type: none"> • 49,607.7 tonnes CO₂ • 2.43 tonnes CH₄ • 0.629 tonnes N₂O

INFORMATION REQUESTED **NIELSEN DISCLOSURE**

ELECTRICITY CONSUMPTION

In kWh



Square feet represented by emissions:
 2016: 2,776,087 (51% of total Nielsen sq. ft. in 2016); 2016 data represents North America & Latin America
 2017: 3,020,328 (53% of total Nielsen sq. ft. in 2017); 2017 data represents North America, Latin America & Europe
 2018: 3,003,265 (49% of total Nielsen sq. ft. in 2018); 2018 data represents all Nielsen regions
 2019: 5,224,928 (100% of total Nielsen sq. ft. in 2019); 2019 data represents all Nielsen regions including estimates for 100% representation of global portfolio (per methodology change)

The square footage in the chart for each year represents the coverage of the actual metrics as a percentage of our global Nielsen real estate portfolio. The total square footage included in our global real estate portfolio for each year is included below for reference.

- 2016 global portfolio = 5,494,512 sq.ft.
- 2017 global portfolio = 5,696,323 sq.ft.
- 2018 global portfolio = 6,178,044 sq.ft.
- 2019 global portfolio = 5,224,928 sq.ft.

The intensity figures reported above have been normalized to kilowatt hours (kWh) per square foot (sq. ft.) represented by the available data for North America and Latin America in 2016; North America, Europe and Latin America in 2017; and all Nielsen regions in 2018, including estimates added to bridge any gaps in actual data in 2019.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Scope 3 GHG emissions</p>	<p>Nielsen’s 2019 Scope 3 emissions calculation includes Waste (Category 5), Business Travel (Category 6) and Employee Commuting (Category 7). Based on this, Nielsen’s 2019 Scope 3 emissions were 73,590.42 metric tons CO₂e.</p> <p>For 2019 reporting (of our 2018 data), Nielsen engaged with a third party to expand our Scope 3 emission representation across our entire corporate value chain. Based on the relevance and impact established for each category, we formalized our overall Scope 3 collection strategy for a complete and accurate measurement of our emissions. The total Scope 3 emissions from Nielsen’s value chain assessment for 2018 were 615,382 tons CO₂e.</p> <p>Business Travel (Category 6) and Employee Commuting (Category 7) were calculated by Nielsen and provided to the third party for inclusion in the Scope 3 emissions assessment. Partial Waste data (Category 5) also came from Nielsen’s data collection, but represented only 2% of our global footprint. The third-party vendor then extrapolated to represent 100% of Nielsen facilities.</p> <p>The Scope 3 table in our Global Environmental Policy & Guidelines Across Functions shows the relevance of each Scope 3 category, the actual emissions for each and its percentage of total emissions.</p> <p>Waste</p> <p>Nielsen’s 2019 Waste emissions were 1,152.44 metric tons CO₂e. For additional details on waste data, please see the four-year trended Waste Generation chart below.</p> <p>Business Travel</p> <p>Nielsen has been tracking our Business Travel emissions since 2016, primarily focusing on our air travel data. In 2019, we expanded our reporting coverage (representing 2018 data) as it relates to other metrics within business travel, to include rail and rental cars also. In 2020 (representing 2019 data), we have also included data from vehicles for hire. This change is reflected in our overall Scope 3 value chain assessment.</p> <p>Nielsen’s 2019 Business Travel emissions were 18,415.98 metric tons CO₂e.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE														
	<p data-bbox="461 289 889 319">Nielsen Global Travel Miles by Air *</p> <table border="1" data-bbox="461 348 1497 806"> <thead> <tr> <th data-bbox="466 348 885 411">Year</th> <th data-bbox="888 348 1492 411">Business Travel Mileage</th> </tr> </thead> <tbody> <tr> <td data-bbox="466 415 885 478">2014</td> <td data-bbox="888 415 1492 478">101,414,400</td> </tr> <tr> <td data-bbox="466 483 885 546">2015</td> <td data-bbox="888 483 1492 546">92,547,364</td> </tr> <tr> <td data-bbox="466 550 885 613">2016</td> <td data-bbox="888 550 1492 613">104,380,907</td> </tr> <tr> <td data-bbox="466 617 885 680">2017</td> <td data-bbox="888 617 1492 680">98,613,259</td> </tr> <tr> <td data-bbox="466 684 885 747">2018</td> <td data-bbox="888 684 1492 747">98,178,565</td> </tr> <tr> <td data-bbox="466 751 885 814">2019</td> <td data-bbox="888 751 1492 814">99,707,232</td> </tr> </tbody> </table> <p data-bbox="461 827 1487 877">*Note: These data only represent bookings made via the American Express Business Travel tool. It does not include any direct or separate agency booking.</p> <p data-bbox="461 907 730 936">Employee Commuting</p> <p data-bbox="461 966 1458 1033">Nielsen’s 2019 Employee Commuting emissions were 54,022 metric tons CO₂e; in 2018, this was 49,838 metric tons CO₂e.</p> <p data-bbox="461 1062 1497 1314">For the category of employee commuting, we have used the distance-based method, which involves collecting data from employees on their commuting patterns (e.g., distance traveled and their mode of commuting). Employee-level data for 2018 were collected through a global commuting survey that ran from January through February 2019; data for 2019 were collected through a similar survey that ran from January through February 2020. The data were then weighted to make a representative sample of our global headcount; emission factors were then applied to reach our final emissions.</p>	Year	Business Travel Mileage	2014	101,414,400	2015	92,547,364	2016	104,380,907	2017	98,613,259	2018	98,178,565	2019	99,707,232
Year	Business Travel Mileage														
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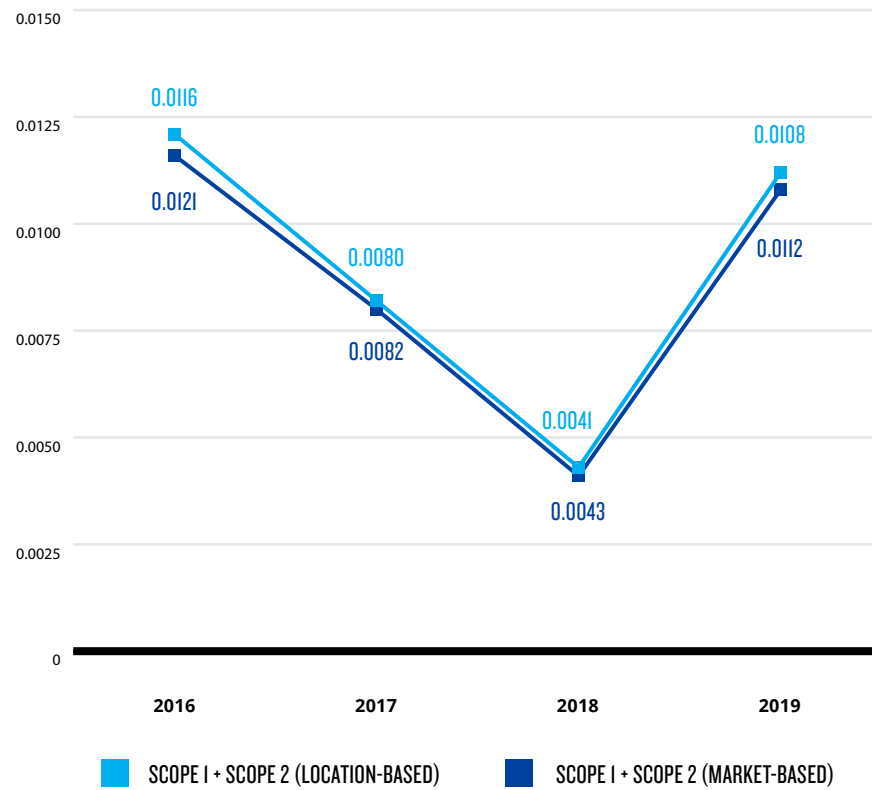
INFORMATION REQUESTED	NIELSEN DISCLOSURE
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GHG emission intensity

Unlike the other charts in this section where the intensity figure has been calculated using the square footage that represents only the sites reported in that year, for our global emissions intensity number below we have used the total square footage for each year's regional coverage as the denominator for the calculation in order to provide additional context about Nielsen's environmental footprint.

GREENHOUSE GAS EMISSION INTENSITY

Scope 1 & Scope 2 Metric Tons CO₂e / Sq. Ft.



Intensity reported has been normalized to metric tons CO₂e per square foot for North America & Latin America in 2016; North America, Europe & Latin America in 2017; All Nielsen regions in 2018; All Nielsen regions including CO₂e estimates in 2019.

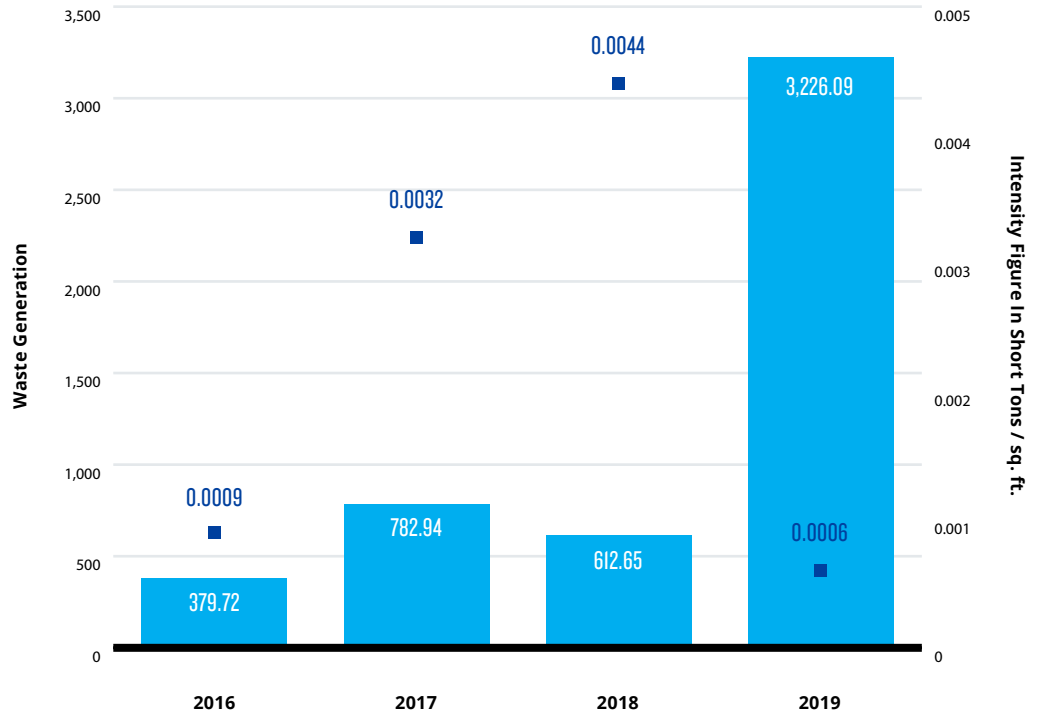
Waste data, including waste generated and paper usage

Our reported waste metrics consist primarily of landfill waste, excluding composting and recycling. Nielsen continues to look at the local and regional infrastructure available to us to establish responsible waste management (such as setting up and/or properly separating different waste streams) in our global offices. However, for data collection and reporting purposes, all waste is assumed to be landfill in locations where recycling and/or composting are not yet set up or clearly separated. The 2019 methodology change in how we calculate our utility-based emissions and resource usage—adding estimates to bridge any gaps in available data—now ensures that our reported data represent 100% of Nielsen's global square footage for the first time in 2019. This explains the upward trend in the 2019 data reported here.

INFORMATION REQUESTED **NIELSEN DISCLOSURE**

WASTE GENERATION

In Short Tons



Square feet represented by emissions:
 2016: 408,917 (7% of total Nielsen sq. ft. in 2016); 2016 data represents North America & Latin America
 2017: 242,527 (4% of total Nielsen sq. ft. in 2017); 2017 data represents North America, Latin America & Europe
 2018: 139,707 (2% of total Nielsen sq. ft. in 2018); 2018 data represents all Nielsen regions
 2019: 5,224,928 (100% of total Nielsen sq. ft. in 2019); 2019 data represents all Nielsen regions including estimates for 100% representation of global portfolio (per methodology change)

The square footage in the chart for each year represents the coverage of the actual metrics as a percentage of our global Nielsen real estate portfolio. The total square footage included in our global real estate portfolio for each year is included below for reference.

- 2016 global portfolio = 5,494,512 sq.ft.
- 2017 global portfolio = 5,696,323 sq.ft.
- 2018 global portfolio = 6,178,044 sq.ft.
- 2019 global portfolio = 5,224,928 sq.ft.

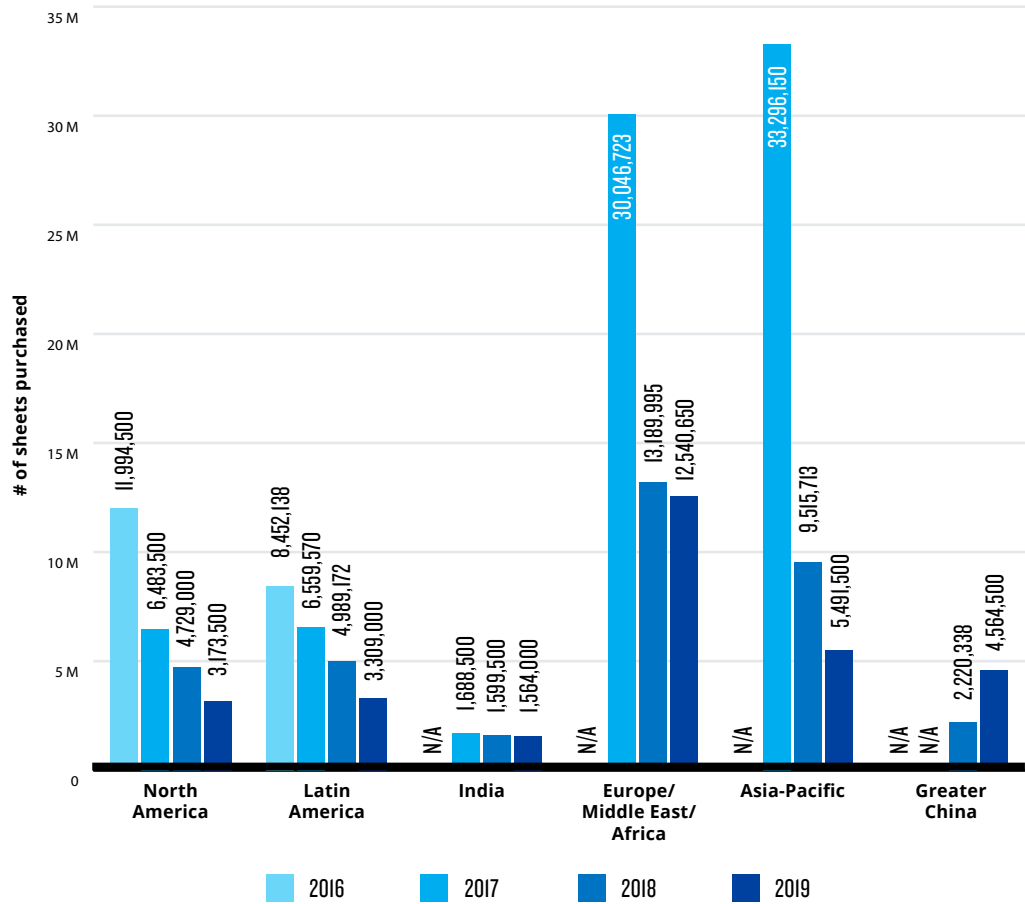
The intensity figures reported above have been normalized to short tons per square foot (sq. ft.) represented by the available data for North America and Latin America in 2016; North America, Europe and Latin America in 2017; and all Nielsen regions in 2018, including estimates added to bridge any gaps in actual data in 2019.

INFORMATION REQUESTED **NIELSEN DISCLOSURE**

We also continue to investigate reductions in our paper usage. We encourage recycling across our locations where infrastructure exists in the local community.

PAPER MANAGEMENT

of sheets purchased



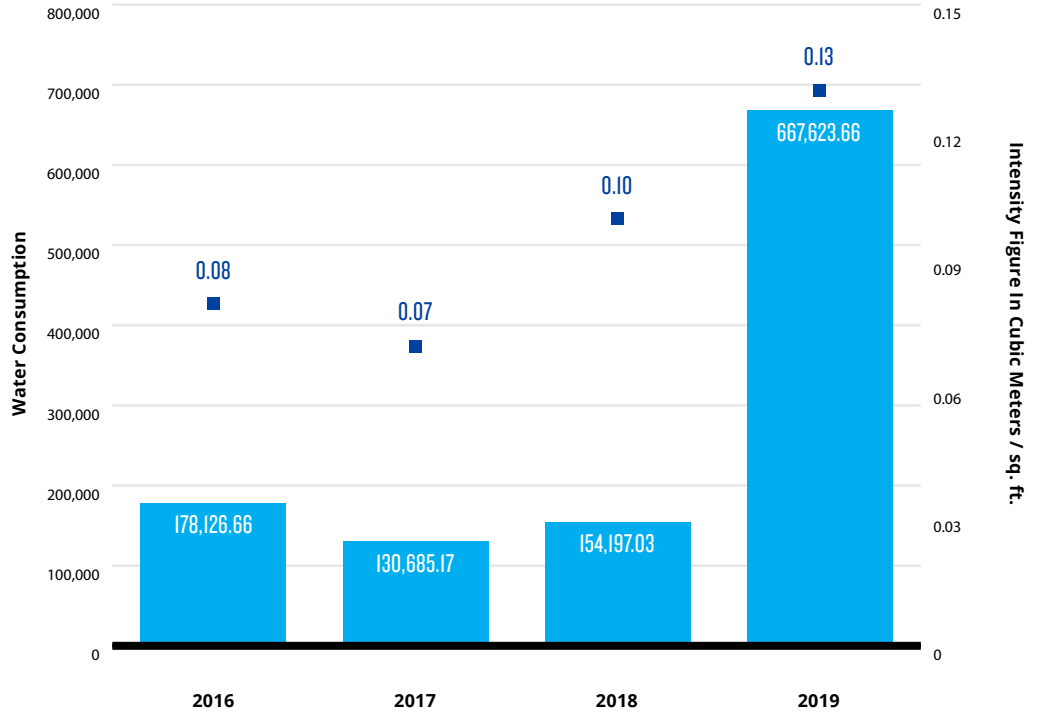
Water use

While water has not emerged as a significant material area in terms of our direct operations through our [nonfinancial materiality assessment](#) process, we recognize that access to potable water is a societal issue and a fundamental human right for everyone. With this in mind, we strive to minimize the impact of our daily operations on the availability of water resources. The 2019 methodology change in how we calculate our utility-based emissions and resource usage—adding estimates to bridge any gaps in available data—now ensures that our reported data represent 100% of Nielsen’s global square footage for the first time in 2019. This explains the upward trend in the 2019 data reported here.

INFORMATION REQUESTED **NIELSEN DISCLOSURE**

WATER CONSUMPTION

In Cubic Meters



Square feet represented by emissions:
 2016: 2,269,668 (41% of total Nielsen sq. ft. in 2016); 2016 data represents North America & Latin America
 2017: 1,776,073 (31% of total Nielsen sq. ft. in 2017); 2017 data represents North America, Latin America & Europe
 2018: 1,531,346 (25% of total Nielsen sq. ft. in 2018); 2018 data represents all Nielsen regions
 2019: 5,224,928 (100% of total Nielsen sq. ft. in 2019); 2019 data represents all Nielsen regions including estimates for 100% representation of global portfolio (per methodology change)

The square footage in the chart for each year represents the coverage of the actual metrics as a percentage of our global Nielsen real estate portfolio. The total square footage included in our global real estate portfolio for each year is included below for reference.

- 2016 global portfolio = 5,494,512 sq.ft.
- 2017 global portfolio = 5,696,323 sq.ft.
- 2018 global portfolio = 6,178,044 sq.ft.
- 2019 global portfolio = 5,224,928 sq.ft.

The intensity figures reported above have been normalized to cubic meters per square foot (sq. ft.) represented by the available data for North America and Latin America in 2016; North America, Europe and Latin America in 2017; and all Nielsen regions in 2018, including estimates added to bridge any gaps in actual data in 2019.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Green team environmental impact reductions</p>	<p>We detail the environmental impact reductions led by our associates in our offices and communities around the world in our Nielsen Global Environmental Policy & Guidelines Across Operations. Some of these activities across 2018-2019—focusing on our more material issues, such as managing our waste and travel—include the following:</p> <ul style="list-style-type: none"> • More than 16,000 pounds of electronics and other waste was collected for responsible recycling and disposal across our offices during our dedicated global waste recycling days. • We continue to deliver on our commitment to divert e-waste from landfills with our laptop donation program, which allows us to refurbish and donate used laptops to nonprofit organizations that need the equipment. Since 2016, we have donated more than 550 laptops to various nonprofit organizations. • Continuing our commitment to combating the global waste challenge, Nielsen associates participated in the World Cleanup Day movement in 2018 and 2019, dedicating more than 4,000 hours of volunteering in local awareness and cleanup efforts.

COMMUNITY ENGAGEMENT DISCLOSURE

COMMUNITY INVESTMENT

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Corporate citizenship and philanthropic strategy, principles and processes, including main priorities</p>	<p>Through responsible, sustainable business practices and our commitment to giving back, we care for the communities and markets where we live and operate our business. Our Global Responsibility & Sustainability strategy at Nielsen includes all environmental, social and governance (ESG) issues that affect our business, operations and internal and external stakeholders. To activate this strategy, our Global Responsibility & Sustainability team oversees our global ESG approach and external reporting; employee engagement through volunteerism and pro bono donations of Nielsen data via our Nielsen Cares and Data for Good programs; and employee engagement and increased operational efficiencies through environmental sustainability efforts via Nielsen Green.</p> <p>Nielsen Cares utilizes our data, expertise and associates to positively impact the communities in which we live and work around the world. Through 2018 and 2019, our Nielsen Cares efforts focused on four priority areas that represent critical areas of need we feel we are best equipped to address, given their strategic importance and our core competencies of our data, science and people. We will continue to update our approach to these and other areas as we evolve our business strategy, and as the most critical social and environmental needs change in our communities.</p> <ul style="list-style-type: none"> • Hunger and nutrition: We help nonprofits better understand food issues to increase global access to food, reduce food insecurity and improve nutrition. The global data we collect about food pricing and consumption can provide nonprofits with the insights they need to drive more efficient and impactful programs. • Education: We strive to enable the next generation of leaders to excel in areas such as reading, computer literacy and math. These efforts also directly benefit our business, as we rely on a workforce educated in STEM (science, technology, engineering and math) skills. • Diversity and inclusion: We help to empower diverse communities by increasing awareness of diverse consumer demographics and by driving career readiness for all. This area of focus reflects the importance of diversity and inclusion to our business, both in our workforce and in our efforts to accurately represent diverse communities in our measurement. • Technology: Everything we do is rooted in leveraging technology to make an impact. We want to expand technology access and understanding, enabling nonprofits to achieve their hunger, education and diversity-related missions by tapping into Nielsen’s technical expertise, as well as growing their own skills to be more effective and efficient. Just as Nielsen’s business depends on technology, we recognize that social and environmental issues must be addressed in new ways through new solutions.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Guided by these four priorities, Nielsen Cares invests in communities through pro bono and in-kind donations, employee volunteering and direct corporate donations, as described below.</p> <p>Pro bono and in-kind donations: Because we believe in the power of our collective impact, involvement and investment, we pledge at least \$10 million each year in pro bono data and in-kind products and services—part of a larger goal to contribute a cumulative \$50 million in-kind from 2016 through the end of 2020. We have already exceeded this goal with record-breaking years in both 2018 and 2019: In 2018, we donated the equivalent of \$21.2 million of data, products and services, and in 2019, we exceeded this previous record by donating \$24.5 million in-kind. These Data for Good projects leverage our data and expertise in support of social and environmental causes where we can make a difference.</p> <p>Employee volunteering: We provide each Nielsen associate with 24 hours of dedicated volunteer time annually, with a goal to log 300,000 total volunteer hours (including dedicated volunteer time and personal volunteer time) from 2016 through the end of 2020. In 2019, Nielsen reached this goal early by surpassing 370,000 volunteer hours after Nielsen Global Impact Day (NGID), our annual day of service. On Tuesday, June 18, 2019, almost 24,000 Nielsen employees from 92 countries volunteered across more than 1,500 events as part of our eighth-annual NGID.</p> <p>Direct donations: Nielsen also makes direct corporate donations to relevant nonprofit organizations. We updated our internal Third-Party Donations Policy in 2017. It clarifies our requirement that all donations must comply with the Nielsen Code of Conduct (including the Anti-Corruption Compliance Policy) and cannot be given to certain types of organizations (such as political organizations or any group that discriminates on any basis).</p> <p>For more information see our Nielsen Cares website.</p> <p>Nielsen Foundation: The Nielsen Foundation, a private foundation funded by Nielsen, makes direct grants to eligible nonprofit organizations. The Nielsen Foundation seeks to bridge divides and enhance the use of data by the social sector to reduce discrimination, ease global hunger, promote effective education and build strong leadership.</p> <p>In 2018, the Foundation distributed \$1.67 million across 58 organizations. In 2019, the Foundation distributed \$1.71 million across 56 organizations.</p> <p>The Foundation’s Data for Good grant program supports projects that use data in innovative ways and help bridge divides to catalyze long-term change by addressing one or more of the following goals:</p> <ul style="list-style-type: none"> • Increase access to skills, resources and opportunities. • Influence public attitudes or behavior for positive social outcomes. • Use data to inform positive social change.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>In 2018, the Foundation launched two signature programs to promote education and inclusion: Discover Data (in collaboration with the Afterschool Alliance and Discovery Education) and the TechDiversity Accelerator (in collaboration with Tampa Bay Wave).</p> <p>For more information see the Nielsen Foundation website.</p>
<p>Community investment commitments and goals, and status</p>	<ul style="list-style-type: none"> • Goal: Donate \$10 million each year in pro bono data and in-kind products and services, and contribute a cumulative \$50 million in-kind from 2016 through the end of 2020. <ul style="list-style-type: none"> • Status = Achieved. In 2018 and 2019 combined, Nielsen and our associates contributed \$45.7 million in pro bono data, in-kind giving and skills-based volunteering to nonprofit organizations and academic institutions, more than doubling our annual \$10 million goal during both years and achieving an all-time high for Nielsen overall. • Goal: Contribute at least 300,000 associate volunteer hours from 2016 through the end of 2020. <ul style="list-style-type: none"> • Status = Achieved. We surpassed this goal in June 2019, a year and a half before our deadline.
<p>In-kind and financial giving by year and categories, including breakdown by category</p>	<p>2018 giving totals:</p> <ul style="list-style-type: none"> • Corporate contributions (including pro bono and skills-based volunteering value as well as corporate cash contributions): \$22,424,633 • Nielsen Foundation grant total: \$1,672,441 <p>2019 giving totals:</p> <ul style="list-style-type: none"> • Corporate contributions (including pro bono and skills-based volunteering value as well as corporate cash contributions): \$25,421,145 • Nielsen Foundation grant total: \$1,710,300
<p>Outputs and outcomes of community investments, including KPIs for philanthropy</p>	<p>We measure the success of our pro bono contributions and community investment efforts based on internal and external performance indicators. The following are the business benefits of our community investments:</p> <ul style="list-style-type: none"> • Brand enhancement: Through our Data for Good platform, we see exciting new ways to further deliver on our brand promise of ensuring every voice counts in how we help to shape a smarter market and drive one media truth. • Skill development: Through skills-based volunteering and pro bono work, employees develop and learn new skills that can be applied to client projects. We regularly survey Nielsen volunteers about their experiences and whether volunteering contributed to their work experience in any way, such as new skills learned or new connections made across our global organization. As of our latest survey, 81% of our associates say that volunteering strengthens existing relationships within their teams.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<ul style="list-style-type: none"> • Employee engagement: Through volunteering, we strive for employees to gain a greater degree of engagement and satisfaction with their overall Nielsen experience. We measure this by cross-referencing data on employees who volunteer with our annual employee engagement survey, myVoice. We also survey volunteers annually following our Nielsen Global Impact Day, as well as our skills-based volunteers and volunteer leaders throughout the year. As of our latest survey, 76% of our associates say that volunteering helps them connect to Nielsen’s mission and purpose. • Innovation: Through skills-based volunteering and pro bono work, we strive to develop new methodologies and solutions outside of traditional contexts. While the nonprofit’s needs come first, we recognize the benefits of testing out new ways of solving challenges in a noncommercial environment. <p>The following are the social and community benefits and metrics we track:</p> <ul style="list-style-type: none"> • Number of nonprofits served, as measured through our employee volunteering platform; • Number of students served through education programs; and • Nonprofit effectiveness and efficiency, to ensure that organizations are better able to reach their target populations through Nielsen’s pro bono contributions. <p>Also, we regularly engage diverse consumers and organizations to share how their power and influence in the media and consumer goods industries—through their purchasing power and media consumption—shape markets and cultures. We measure this in part through the number of nonprofit volunteer and pro bono engagements that our Employee Resource Groups undertake, as well as the number of consumers/audiences reached with our Diverse Intelligence Series of reports.</p>
<p>Governance of charitable contributions, including grant funding applications process</p>	<p>Within Nielsen, our Global Responsibility & Sustainability team oversees and manages our global ESG strategy and reporting, Nielsen Cares (our social responsibility and hands-on employee volunteering efforts), Nielsen Green (our environmental sustainability activities) and our Data for Good pro bono program. This team reports to our Chief Legal & Corporate Affairs Officer and presents to the Nielsen Board of Directors at least once per year.</p> <p>To carry out our Nielsen Cares programs around the world, we maintain and support global volunteer leadership councils representing all geographic markets across the company. In coordination with these volunteer leadership councils, we also have local, volunteer Nielsen Cares leaders on-site in more than 90 countries around the world. These leaders work to identify local engagement opportunities with organizations and develop projects for associates to connect with their communities and with each other.</p> <p>In 2020, we are incorporating Nielsen Cares and Nielsen Green leaders as Social & Environmental Responsibility Committee leaders in our newly launched, integrated Inclusion Impact Team structure, enabling closer collaboration with Employee Resource Groups to advance shared goals.</p>

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Any charitable contributions made by Nielsen corporate must be made to a registered charitable organization or entity and not to an individual or to an organization linked to a political party, politician or government official. Also, any donation to a third party must be done in accordance with Nielsen’s internal Third Party Donations Policy, which ensures that all third-party donations, including charitable contributions, are properly reviewed, approved and classified for proper reporting.</p> <p>Donations to religious organizations for sectarian purposes are not permitted. Also, Nielsen does not support organizations that discriminate on the basis of race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability status, age, marital status, protected veteran status or any other protected class. Nielsen funds may not be used for political contributions or to attend political events.</p> <p>The Nielsen Foundation, a private foundation funded by Nielsen, is overseen by a Board of Directors and accepts grant applications by invitation only. All individual grants or agreements in excess of \$50,000 require approval by the Foundation’s Board of Directors. The Grantmaking Committee (composed of at least four Directors and officers) reviews and approves all individual grants or agreements between \$25,000 and \$50,000, as well as any grants or arrangements proposed by a Director or officer for potential conflicts of interest. Executive Directors can individually approve grants of \$25,000 and below.</p> <p>Foundation grant recipients must be tax-exempt nonprofit organizations, classified by the IRS, or the international equivalent. The Nielsen Foundation will not support organizations that discriminate on the basis of race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability status, age, marital status, protected veteran status or any other protected class, and will also not support religious organizations for sectarian purposes. The Nielsen Foundation does not use Foundation funds to make direct contributions to candidates, political parties, PACs, super PACs, political committees, 527 groups or ballot question committees.</p>
<p>Employee volunteer and donation programs</p>	<p>We provide 24 hours of dedicated volunteer time to each Nielsen associate annually, with a goal of logging 300,000 total volunteer hours (including dedicated, paid volunteer time and personal volunteer time) from 2016 through the end of 2020. As of June 2019, we logged almost 370,000 volunteer hours—surpassing our goal a year and a half before our deadline. While this volunteering can take place anytime throughout the year, we also organize a worldwide day of service each year called Nielsen Global Impact Day (NGID). In 2019, our eighth-annual NGID mobilized almost 24,000 Nielsen employees from 92 countries across more than 1,500 volunteer events.</p> <p>In addition, the Nielsen Foundation administers a Cause Cards program. Nielsen associates who log 12 or more volunteer hours in a quarter receive a Cause Card to direct a \$200 donation from the Foundation to an eligible nonprofit, as a way to further recognize and increase the impact of their volunteer hours. Employees can receive up to two Cause Cards per calendar year. In times of disaster, the Nielsen Foundation has also matched donations to specific relief organizations.</p>

INFORMATION REQUESTED **NIELSEN DISCLOSURE**

Employee Volunteering Data

	2018	2019
Volunteer hours logged by employees	91,000	132,000
Nielsen Global Impact Day	25,000 associates volunteered across 1,450 projects and 91 countries	24,000 associates volunteered across more than 1,500 projects and 92 countries

Benefits of Volunteering for Employees	<p>According to our latest Nielsen Cares survey (2019 data):</p> <ul style="list-style-type: none"> • 81% of our associates say that volunteering strengthens existing relationships within their teams. • 76% of our associates say that volunteering helps them connect to our mission and purpose. • 68% of our associates say volunteering provides an opportunity to use their strengths, talents and skills. • 64% of our associates say that volunteering helps them to learn and grow at Nielsen. • 87% of our associates say that volunteering provides them an opportunity to support the causes they care about and the communities where they live and work. 	
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HOW VOLUNTEERING MAKES AN IMPACT ON CAREERS AND COMMUNITIES

At Nielsen, we're proud that our associates make a difference and grow through volunteerism

<p>INCLUSIVE CULTURE</p> <p>81% say that volunteering strengthens existing relationships within their teams.</p>	<p>CONNECT TO OUR "WHY"</p> <p>76% say that volunteering helps them connect to our mission and purpose.</p>	<p>BRING YOUR BEST</p> <p>68% say volunteering provides an opportunity to use their strengths, talents and skills.</p>	<p>BE YOURSELF, GROW WITH US</p> <p>64% say that volunteering helps them to learn and grow at Nielsen.</p>	<p>SUPPORT OUR COMMUNITIES</p> <p>87% say that volunteering provides them an opportunity to support the causes they care about, and the communities where we live and work.</p>
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Source: Nielsen Cares 2019 survey
Learn more about our strategy and programs on our [Global Responsibility & Sustainability webpage](#)

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Facilitation of employee engagement with charitable partners</p>	<p>Nielsen provides access to a third-party employee volunteering software platform to enable associates to log their 24 hours of dedicated volunteer time from Nielsen, as well as personal volunteer time that they would like to track. This platform allows associates to plan large-scale volunteer events such as Nielsen Global Impact Day, as well as keep track of their individual volunteer impact.</p> <p>On a quarterly basis, we accept submissions and recognize Global Responsibility & Sustainability Champions, which include employees who have been nominated for their outstanding volunteer support and impact. They receive an email recognition of their nomination, with visibility by their direct manager, and are listed on our employee intranet page and internal social platform.</p> <p>Nielsen associates have also volunteered pro bono support to some organizations that have received grants from the Nielsen Foundation. For example, the Geena Davis Institute on Gender in Media has received Data for Good grants from the Nielsen Foundation. The Institute has also received pro bono television ratings data from Nielsen that helped to facilitate new research on gender equity in children’s programming.</p> <p>The Cause Card program is administered through the Nielsen Foundation via our third-party employee volunteering software platform. Nielsen associates who log 12 or more volunteer hours in a quarter receive a Cause Card to direct a \$200 donation from the Foundation to an eligible nonprofit, as a way to further recognize and increase the impact of their volunteer hours.</p>
<p>Women-focused philanthropy</p>	<p>Nielsen CEO David Kenny committed to advancing the careers of women at Nielsen around the world by signing on to the LEAD (Leading Executives Advancing Diversity) Network CEO Pledge. The pledge emphasizes Nielsen’s commitment to increase women in senior leadership roles globally. Kenny signed the pledge in concurrence with International Women’s Day 2019, which is celebrated by thousands of Nielsen associates around the world. See more in the Diversity and Inclusion section of this report.</p> <p>The Nielsen Foundation’s gender-focused Data for Good grants in 2018 and 2019 included the following:</p> <ul style="list-style-type: none"> • Geena Davis Institute on Gender in Media: <ul style="list-style-type: none"> • 2018: To conduct and publish a major new, comprehensive impact study measuring the impact of the Institute’s work from 2004 to present, and to launch a campaign to amplify the reach and storytelling power of the Institute’s existing data and stories of impact. • 2019: Grant support for the continued development of the Geena Davis Inclusion Quotient (GD-IQ) media measurement tool. • Women for Women International: To continue support for a multiyear, randomized, controlled trial that rigorously tests economic empowerment programmatic variations with 1,000 women in Nigeria, to more effectively understand what drives the profitability and sustainability of women’s self-employment in fragile settings.

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<ul style="list-style-type: none"> • Girl Rising: To move beyond siloed evaluations to achieve a deeper understanding to inform Girl Rising’s overall program design and delivery; and to aggregate past, current and future insights, data and results to create a comprehensive measurement and evaluation system that will allow for a real-time assessment of Girl Rising’s programmatic and media reach/impact across the globe. <p>Finally, one of the Nielsen Foundation’s signature programs is the Tech Diversity Accelerator at Tampa Bay Wave. The Nielsen Foundation and Tampa Bay Wave collaborated to launch the TechDiversity Accelerator in early 2018; the program is specifically dedicated to fostering the growth of diverse startups across the country. To be considered as a candidate for the TechDiversity Accelerator program, companies must be in an early development stage and at least 51% owned, controlled and operated by a minority, woman, veteran or LGBT (lesbian, gay, bisexual or transgender) person, or a combination thereof.</p> <p>See the Diversity and Inclusion section for more on our efforts in this area.</p>
<p>Alignment with the United Nations Sustainable Development Goals (SDGs)</p>	<p>Nielsen recognizes the importance of the Sustainable Development Goals to our world. As we strive to use our data for good to solve social and environmental challenges, we aim to align with the SDGs where we can make the greatest impact.</p> <p>While we consider each of the 17 SDGs to be important, we recognize the unique role that individual sectors and companies can play. As such, we have aligned the most relevant SDGs for our business with our ongoing strategy to use our core competencies—our data, our science and our people—to make a positive impact in this collective vision for our future world:</p> <ul style="list-style-type: none"> • SDG 1: No Poverty • SDG 2: Zero Hunger • SDG 4: Quality Education • SDG 5: Gender Equality • SDG 8: Decent Work and Economic Growth • SDG 10: Reduced Inequalities • SDG 12: Responsible Production and Consumption

INFORMATION REQUESTED	NIELSEN DISCLOSURE
	<p>Examples of projects we have undertaken in the reporting period that align with our priority SDGs include the following:</p> <ul style="list-style-type: none"> • Zero Hunger: Helping develop new tools to reduce food waste • Reduced Inequalities: Using our Data for Good to identify pathways to advancement for Asian American women • Quality Education: Nielsen Foundation’s Discover Data program provides no-cost resources for educators • Decent Work and Economic Growth: See the Supply Chain Management section for details on our impact sourcing commitments

COMMUNITY ENGAGEMENT

INFORMATION REQUESTED	NIELSEN DISCLOSURE
<p>Operations with local community engagement, impact assessments and development programs, and operations with significant actual and potential negative impacts on local communities</p>	<p>We actively seek to engage with the communities in which we operate, to understand their needs and concerns and to make positive contributions. Since Nielsen does not have factories or large operational facilities, nor do our operations require large amounts of land or resources from the communities in which we operate, our local community impacts are limited. Relevant information is shared in the Human Capital, Supply Chain Management and Stakeholder Engagement sections of this report.</p>
<p>Mechanisms to gather community feedback</p>	<p>See the Stakeholder Engagement section of this report.</p>

THIS REPORT

REPORT OVERVIEW

Focus and consolidation are at the core of our reporting effort. While you may find similar information in our other [public disclosures](#), this Nielsen Global Responsibility Report serves as the comprehensive hub for how our environmental, social and governance (ESG) performance and forward-looking strategy connect to our business, with a focus on 2018-2019.

We recognize that, for any company, conducting a materiality assessment, regularly engaging stakeholders and connecting business strategy with top ESG focus areas are all key to a coherent strategy. We also know that our diverse stakeholder groups have specific areas of interest. To make it easier to access the information they may be looking for in this report, we have organized the content according to six main topic areas, available via the “Our Company” dropdown menu, with complementary narrative and [Detailed Disclosure](#) pages for each. We have also provided specific reports for each of the reporting standards most relevant for Nielsen: the [Sustainability Accounting Standards Board \(SASB\)](#), the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#), and the [Global Reporting Initiative \(GRI\)](#).

In order to determine the content we would include in this report, our Global Responsibility & Sustainability team considered the nature of our most material areas, risks and opportunities, as well as how our ESG and business strategies have evolved in the two years since we published our last report. We also reviewed the key issues that were raised in our most recent [nonfinancial materiality assessment](#).

As part of our strategic approach in compiling this report, we considered and incorporated indicators from 12 external ESG rating and reporting entities, as well as standards-setters, which were selected based on stakeholder feedback and market dynamics. These entities include (in alphabetical order): Bloomberg ESG, CDP (formerly Carbon Disclosure Project), Dow Jones Sustainability Index (DJSI), EcoVadis, the Financial Times Stock Exchange FTSE4Good, Global Reporting Initiative (GRI), Institutional Shareholder Services (ISS) ESG, JUST Capital, MSCI, Sustainability Accounting Standards Board (SASB), Sustainalytics and the Task Force on Climate-related Financial Disclosures (TCFD). By pulling in inputs and indicators—well over a thousand—from these varied raters, rankers, standards-setters and frameworks, we’ve created our own consolidated, internal “ESG database” of the metrics that matter most to Nielsen, cutting out excess while recognizing the important topics that rise to the top. We share these indicators with our internal subject matter experts to prepare Nielsen’s external reports, including this one. More importantly, this ESG database also serves as a key part of our guidebook in developing our strategy and measuring our progress. Given the large number of ESG raters, rankers, standards-setters and frameworks that exist to provide companies with opportunities to voluntarily disclose their risks, opportunities and impacts, we reserve the right to update and advance our approach in determining which we respond to, where we proactively engage and how we ensure the right overall balance of time spent and value delivered for all our stakeholders.

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

REPORT

SUSTAINABILITY ACCOUNTING STANDARDS BOARD

The [Sustainability Accounting Standards Board \(SASB\)](#) is a nonprofit focused on helping companies identify and publicly disclose the financially material sustainability topics that matter most to their investors. SASB has developed industry-specific reporting recommendations, including accounting and activity metrics, to guide businesses' public reporting.

This SASB report includes our responses to SASB's reporting recommendations for Professional Commercial Services, Nielsen's industry classification according to SASB's Sustainable Industry Classification System®. SASB has identified three topics as most material to our industry—data security, workforce diversity and engagement and professional integrity—as well as specific quantitative and qualitative indicators for each topic. We report detailed information on all of these topics in the [Data Privacy and Security](#), [Diversity and Inclusion](#), [Human Capital](#) and [Governance](#) sections of this Global Responsibility Report, and on SASB's specific indicators in the table below.

ACCOUNTING METRICS

DATA SECURITY

SASB CODE & ACCOUNTING METRIC	NIELSEN RESPONSE
<p>SV-PS-230a.1</p> <p>Description of approach to identifying and addressing data security risks</p>	<p>Nielsen is committed to protecting the security of all client and consumer information. Our Cyber 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. We deploy and utilize innovative custom-built and commercial solutions at a global scale. Nielsen's Cyber Security Program aligns with the National Institute of Standards and Technology's Cyber Security Framework, which includes five core functions: identify, protect, detect, respond and recover.</p> <p>Identifying Data Security Threats and Vulnerabilities</p> <p>We use a Threat and Vulnerability Management and Penetration Testing program to detect new vulnerabilities and help assign priority to remediation. This program leverages a combination of appliance-based and software agent-based scanners to detect vulnerabilities across our operations. Where possible, we integrate tools for automation and to facilitate CI/CD (Continuous Integration/Continuous Delivery) processes. We have defined remediation periods based on the severity of findings, which in turn drives prioritization and the implementation of remediation actions.</p> <p>Nielsen contracts with leading security firms to provide penetration testing services for identified high-risk applications, which we supplement with our own internal penetration tests. We also conduct targeted Red Team exercises, utilizing third-party vendors and internal teams, to test the security of our environment holistically and ensure the safety of our applications and information.</p>

We operate a 24/7 Cyber Security Operations Center to respond to malicious behavior and identify incidents through monitoring, alerts and analysis of network activity, as well as through cyber intelligence findings.

We continue to invest in technology and enhanced processes to assist us to stay on top of threats facing our environment. Continual improvement of these capabilities includes periodic Red Team testing conducted by a third party. This testing provides visibility to improve technology capabilities, processes and procedures within the Cyber Security Operations Center.

Addressing Data Security Threats and Vulnerabilities

Policy and governance: Nielsen uses a principles-based approach to deliver specific control areas within the Nielsen Cyber Security Policy. This policy defines the minimum set of controls that are necessary to uphold the company's reputation and protect sensitive information. The policy is reviewed annually to ensure appropriate controls and implementation across the company. Controls within the policy are tiered, to ensure that appropriate protection is provided for every level of information classification. Nielsen's information classifications are: public, internal, confidential and confidential-restricted.

Governance for this policy includes:

- An annual review of implementation;
- Annual approval from the Chief Information Security Officer;
- Publication and translation into multiple languages;
- Regular updates as indicated by changes in technology, business requirements, regulations or industry; and
- Emergency releases as required.

We have a defined exception process in place for deviation from data security controls. The process requires a review of business justifications and impacts while considering additional or alternative mitigating controls before approval is considered.

Risk management: The Cyber Security team focuses on identifying cyber security risks throughout business streams, educating the business owners of risks and providing consultation regarding requirements for alternative mitigations. Control attestations are completed to determine how implementation has occurred across specific services, products or business processes. The Cyber Security team maintains a constant feedback loop with our Chief Legal Officer and other members of our senior leadership team to ensure we are continually testing the security of our environment and addressing any potential issues in a timely manner. We also undertake additional risk management procedures in the following special circumstances:

	<ul style="list-style-type: none"> • <i>Contracts:</i> In coordination with Legal, the Cyber Security team regularly reviews and provides recommended information security language for client and third-party contracts to include specific security control requirements where applicable, specialized reporting and response procedures in the event of an incident, self-certification procedures, and audit rights definitions. • <i>New Product Development:</i> The Cyber Security team employs engineers and security architects who work side by side with infrastructure, networking and application development teams to embed security into the design of new products that are either purchased or built in-house. This coordinated approach allows teams to more easily identify risks based on the capabilities, features and use cases of the new products brought into our secure environment. • <i>Acquisitions:</i> The Cyber Security team engages with acquisitions and divestitures to ensure that security is established alongside the integration of acquired technologies and networks. The acquisition and divestiture processes include due diligence measures, integration requirements and other processes that ensure compliance with the Nielsen Cyber Security Policy. In the case of joint venture (JV) partners, we work with each JV to develop an internal Cyber Security Program based on our model, utilizing our policies, practices and procedures to satisfy cyber security requirements to our expected standards. <p>Assessments of third parties who collect, process or store Nielsen confidential or confidential-restricted information: The Cyber Security, Legal and Procurement teams perform in-depth cyber security assessments on third-party security implementations and technology prior to adopting third-party solutions. Reassessments are conducted on a recurring basis.</p> <p>See the Data Privacy and Security section for more on our approach.</p>
<p>SV-PS-230a.2 Description of policies and practices relating to collection, usage and retention of customer information</p>	<p>We take seriously our commitment to keeping all personal and confidential data private. We follow an approach of “privacy by design” to ensure that our privacy principles—which align with globally accepted fair information practices—are embedded in the design of our products and services during the development stage. Our Global Privacy and Data Use Policy addresses Nielsen’s collection, use, disclosure and retention of data about unique individuals. The policy is generally applied to all Nielsen services, processes and technologies—whether client-facing or internal—that utilize individual-level data, including during the development or assessment of new processes or technology, as well as by all Nielsen affiliates, subsidiaries, majority-owned joint ventures, associates and contractors.</p>
<p>SV-PS-230a.3 (1) Number of data breaches; (2) percentage involving customers’ confidential business information or personally identifiable information; and (3) number of customers affected</p>	<p>In 2018 and 2019, Nielsen received a small number of complaints, all of which were either unsubstantiated or resolved directly with data subjects to their satisfaction.</p>

WORKFORCE DIVERSITY & ENGAGEMENT

SASB CODE & ACCOUNTING METRIC	NIELSEN RESPONSE		
<p>SV-PS-330a.1</p> <p>Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees</p>	DIVERSITY METRIC	2018	2019
	Full-time headcount by gender	Male – 23,551 (53%) Female – 21,151 (47%) Undisclosed – 23 (0%)	Male – 23,335 (52%) Female – 21,163 (47%) Undisclosed – 130 (0%)
	% Minorities in U.S. headcount	Diverse – 3,515 (35%) White – 6,463 (65%) Undisclosed – 26 (0%)	Diverse – 3,628 (37%) White – 6,066 (62%) Undisclosed – 49 (1%)
	Racial/ethnic representation at executive level	18%	29%
	Racial/ethnic representation at management level	22%	20%
	% Women in total headcount	48%	49%
	% Women in executive headcount	36%	13%
	% Women in top management headcount	51%	51%
	% Women in management headcount	38%	40%
	Number of female named executive officers	1 – Chief Human Resources Officer	1 – Chief Human Resources Officer
<p>Percentages may not sum to 100 due to rounding. Please note that for the purposes of our 10-K reporting, we use full-time equivalents, whereas for this more detailed reporting on our workforce, we have used total headcount.</p> <p>See the Diversity and Inclusion section for more details and additional metrics.</p>			
<p>SV-PS-330a.2</p> <p>(1) Voluntary and (2) involuntary turnover rate for employees</p>	TURNOVER METRIC	2018	2019
	Absolute turnover rate	24%	22%
	Voluntary turnover rate	16%	15%
	Involuntary turnover rate	7%	7%
<p>Percentages may not sum to 100 due to rounding. Absolute turnover rate includes voluntary and involuntary exits divided by December 2018 and December 2019 headcount.</p> <p>Please see the Human Capital section for more details and additional metrics.</p>			

SV-PS-330a.3

Employee engagement as a percentage of total employees

Employee engagement—the emotional and psychological connection our associates feel about their workplace and the work we do—is central to both individual and business success. We are committed to strengthening employee engagement at Nielsen, because engagement isn't just a Human Resources (HR) priority—it's one of Nielsen's key strategic priorities.

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

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

We also foster engagement through:

- Regular employee/manager one-on-ones;
- A new learning experience platform, myLearning powered by Degreed;
- Employee Resource Groups, Nielsen Green and Nielsen Cares volunteer opportunities, which come together at the local level through our office-based Inclusion Impact Teams;
- Regular town hall meetings that foster dialogue between leaders and employees;
- The Engagement Influencer program, a community of ambassadors who work within their sphere of influence to promote engagement; and
- Google Currents communities, which enable associates to connect on a variety of topics, including career growth, learning and development, as well as to ask questions directly of our CEO and senior management.

To track our progress, we maintain open communication channels and feedback mechanisms that help to deepen connections between leaders and their teams and ensure that associates feel connected no matter where they work within the company.

Since 2017, we have enlisted Gallup to gauge employees' level of engagement through an annual, companywide survey. The survey, which is available in multiple languages, includes questions that tie to measurable performance outcomes proven to demonstrate effective employee engagement. We share detailed survey results with senior leaders and managers, and overall performance with all associates through our company newsletter, global town halls and manager-led team discussions. Managers are expected to develop team-specific action plans based on the survey results, focusing on areas important to the team and where they can make meaningful progress.

For more on our approach to employee engagement and other human capital issues, see the [Human Capital](#) section of this report.

PROFESSIONAL INTEGRITY

SASB CODE & ACCOUNTING METRIC	NIELSEN RESPONSE
<p>SV-PS-510a.1 Description of approach to ensuring professional integrity</p>	<p>Our global Compliance & Integrity program is dedicated to ensuring ethical behavior across Nielsen. Our Code of Conduct is a core element of this program. The Code establishes clear expectations and guidelines for all associates prohibiting corruption, bribery, facilitation payments, fraud, discrimination, antitrust/anti-competitive practices, money laundering, insider trading and more; it also requires associates to avoid and disclose conflicts of interest. The Code also sets forth expectations and guidelines for positive behaviors, including treating everyone with respect, valuing diversity, protecting human rights and speaking up to report Code violations without fear of retaliation.</p> <p>See the Governance section for more detail.</p>
<p>SV-PS-510a.2 Total amount of monetary losses as a result of legal proceedings associated with professional integrity</p>	<p>There were no cases or fines associated with ethics, corruption, lack of professional integrity or other environmental, social or governance issues during the reporting period, including incidents related to false or misleading advertising; misleading communications; breach of customers' data privacy; any other privacy violations; product quality and safety; or anti-competitive practices. Whether an incident is a confirmed case of corruption involves legal determinations and privileged and confidential legal advice. We also did not have any instances of noncompliance with environmental laws or regulations, and we did not receive any fines from the Federal Trade Commission during the reporting period. No business partners' contracts were terminated for corruption violations during the reporting period.</p>

ACTIVITY METRICS

SASB CODE & ACTIVITY METRIC	NIELSEN RESPONSE																	
<p>SV-PS-000.A Number of employees by type: (1) full-time and part-time; (2) temporary; and (3) contract</p>	<table border="1" data-bbox="581 657 1369 1010"> <thead> <tr> <th data-bbox="581 657 867 705">EMPLOYEES BY TYPE</th> <th data-bbox="867 657 1118 705">2018</th> <th data-bbox="1118 657 1369 705">2019</th> </tr> </thead> <tbody> <tr> <td data-bbox="581 705 867 779">Total headcount</td> <td data-bbox="867 705 1118 779">46,650</td> <td data-bbox="1118 705 1369 779">46,711</td> </tr> <tr> <td data-bbox="581 779 867 854">Full-time headcount</td> <td data-bbox="867 779 1118 854">44,725 (96%)</td> <td data-bbox="1118 779 1369 854">44,628 (96%)</td> </tr> <tr> <td data-bbox="581 854 867 930">Part-time headcount</td> <td data-bbox="867 854 1118 930">1,925 (4%)</td> <td data-bbox="1118 854 1369 930">2,083 (5%)</td> </tr> <tr> <td data-bbox="581 930 867 1010">Temporary headcount</td> <td data-bbox="867 930 1118 1010">1,059 (2%)</td> <td data-bbox="1118 930 1369 1010">973 (2%)</td> </tr> </tbody> </table> <p data-bbox="453 1060 1484 1192">Please note that for the purposes of our 10-K reporting, we use full-time equivalents, whereas for this more detailed reporting on our workforce, we have used total headcount. Percentages may not sum to 100 due to rounding. Total headcount includes full-time and part-time headcount. Temporary headcount includes consultants and interns.</p> <p data-bbox="453 1236 1331 1266">See the Diversity & Inclusion and Human Capital sections for additional data.</p>			EMPLOYEES BY TYPE	2018	2019	Total headcount	46,650	46,711	Full-time headcount	44,725 (96%)	44,628 (96%)	Part-time headcount	1,925 (4%)	2,083 (5%)	Temporary headcount	1,059 (2%)	973 (2%)
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Temporary headcount	1,059 (2%)	973 (2%)																
<p>SV-PS-000.B Employee hours worked, percentage billable</p>	<p data-bbox="453 1312 1411 1341">Not applicable. We do not track employee time through a single, centralized system.</p>																	

REPORT

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

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

Our 2020 Nielsen Global Responsibility Report includes additional detail about our approach to addressing our environmental impacts; this detail can be found in the [Environment](#) narrative and [Detailed Disclosure](#) sections. We have published this standalone TCFD report to provide an additional level of disclosure for stakeholders interested specifically in the TCFD's recommended disclosure areas. Nielsen has been included among the [TCFD's Supporters](#) since the publication of our last Global Responsibility Report, which also aligned with the TCFD's recommendations.



GOVERNANCE

DESCRIBE THE BOARD'S OVERSIGHT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES.

At the Board of Directors level, Nielsen's [Nomination & Corporate Governance Committee](#) is responsible for reviewing the company's policies, practices and positions relating to corporate citizenship and sustainability, including but not limited to environmental quality and other environmental, social and governance (ESG) areas. The Board considers the impact of these areas on Nielsen's internal and external stakeholders, including our employees, clients, suppliers and investors.

Climate change is considered a standalone risk in our formal Enterprise Risk Management (ERM) process, which is overseen by our Chief Legal & Corporate Affairs Officer, who reports regularly to our CEO and Board. The Board's Audit Committee is updated at each regular meeting on enterprise risk issues at Nielsen. Once a year, Nielsen's management team formally updates the Audit Committee on the company's ERM process results and the top risks that emerge from meetings with business leaders throughout the company.

Climate change is also mentioned in the Risk Factors section of our 10-K SEC filing (pp. 23-24 in our [2018 10-K](#); pp. 25-26 in our [2019 10-K](#)).

DESCRIBE MANAGEMENT'S ROLE IN ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES.

Nielsen's senior management—including our CEO—reviews climate change as a standalone risk in our formal Enterprise Risk Management process. Structurally independent teams are focused on managing financial and business risks; these teams include but are not limited to: Finance, Corporate Audit, Treasury, Privacy, Compliance & Integrity and Security. Our corporate executive team's approach to addressing risks, and their ability to effectively respond to those risks, is tied to their compensation as part of a multidimensional, comprehensive review.

The management of climate change and energy-reduction efforts is integrated into our management review process with senior leadership and through our Technology/Operations Sustainability Council, a cross-functional group of leaders who share responsibility for various areas of our environmental footprint and operations across our business. Our Chief Technology Officer oversees our data center efficiency efforts, which also aim to reduce energy use. Our Real Estate leads set local targets for the management of waste and energy reduction across our operational footprint. Our Chief Procurement Officer has responsibility for supply chain sustainability, including assessing and managing our suppliers' climate-related risks and impacts.

The Technology/Operations Sustainability Council brings these various areas of focus together by connecting our global ESG efforts with our technology and operations strategies across groups within related functions, such as Global Procurement, Finance, Technology, Real Estate, Architecture and Infrastructure.

Also, in early 2018, we completed our first global [climate risk assessment](#), which looked at climate-related physical and transition risks for Nielsen in the short and long terms. A number of different leaders across various teams (including Global Responsibility & Sustainability, Real Estate, Security, Business Resiliency, Risk & Insurance, Technology, Global Procurement, Architecture and Infrastructure) participated in this assessment and continue to work together to determine the relevant impacts of the findings and identify ongoing continuous improvement opportunities accordingly.

See Nielsen's [Global Environmental Policy & Guidelines Across Functions](#) for more on how we manage climate change-related issues.



STRATEGY

DESCRIBE THE CLIMATE-RELATED RISKS AND OPPORTUNITIES THE ORGANIZATION HAS IDENTIFIED OVER THE SHORT, MEDIUM AND LONG TERMS.

Some of the key risks and opportunities that were highlighted through our climate-related risk assessment process are outlined below.

Carbon pricing risk in certain locations: We used different emission-reduction scenarios to determine which business locations are at the highest risk of increasing carbon prices. As a result, we have identified an opportunity to prioritize clean energy investments across all of our sites.

Exposure to physical climate risk: Across our global facilities portfolio, we developed a hotspot ranking for our sites that shows the overall exposure to physical climate risk (such as rising sea levels, water and heat stress, exposure to cyclones, and extreme rainfall).

Technological changes: Ongoing operational efficiencies in our data centers have helped to reduce our climate change-related technological risks. We recognize the opportunity to extend these efforts by tapping into renewable energy sources. Water availability will be an increasingly relevant risk for our data centers; we plan to continue investigating further efficiency opportunities, especially in water-scarce regions such as India.

Reputational opportunities: We are actively seeking new and innovative ways to drive awareness about the impacts of climate change across the industries we support. We are committed to providing insights into consumers' sustainability preferences to help our clients evolve their products to meet changing consumer needs and ultimately use sustainability as a way to expand the pie for all product categories and consumer environments.

See also:

- [2019 10-K](#) (pp. 25-26)
- [Climate risk assessment](#)

DESCRIBE THE IMPACT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES ON THE ORGANIZATION'S BUSINESS, STRATEGY AND FINANCIAL PLANNING.

The findings from our [climate risk assessment](#) have implications for all aspects of our business, including Global Responsibility & Sustainability, Real Estate, Business Resiliency, Risk & Insurance, Global Procurement, and Technology. While we build on these results and integrate the findings into our ongoing operational strategy, we continue to focus on relevant improvement opportunities across key areas of our business:

Integrating sustainability into Enterprise Risk Management (ERM): Climate Change is a standalone risk category in our ERM process, so it is a fundamental part of the annual business-level risk assessments conducted by our global operational leads. This speaks to our commitment to continue to address the environmental risks and impacts that affect our stakeholders, the communities in which we operate and our overall business strategy.

Incorporating physical risk findings into real estate plans: We are using the hotspot ranking from our assessment to inform our understanding of relevant risks associated with our current facilities, as well as potential risks with any new real estate plans or moves. This review is vital to ensuring responsible business growth and continuity, as well as our associates' continued safety.

Identifying synergies with business resiliency plans and impact on insurance: We have also integrated the hotspot site ranking into our ongoing business resiliency plans, which focus on risk mitigation across sites, prioritized based on criteria such as property value, size, employee safety and client impact. This alignment further protects us against any potential increase in insurance costs associated with high-risk facilities.

Investigating carbon risk-adjusted pricing: We are looking into carbon risk-adjusted pricing for potential investments, in order to project a more accurate return on investment given both present and potential future climate-related risks.

Using our platform to share climate-related insights: We continue to leverage our unique expertise to provide relevant [sustainability insights](#) to the industries we support. Sustainability can have wide-ranging meaning to consumers today, and these insights are valuable as our clients adapt their current and future business plans to changing environments and consumer preferences.

Ongoing efforts for a responsible footprint: In our continuous work to reduce our global emissions, we have extended our current Scope 1 (direct emissions) and Scope 2 (indirect emissions) measurement to include a comprehensive [corporate value chain assessment](#) to evaluate the relevance and impact for Nielsen of each of the 15 emissions categories within Scope 3. We have developed energy, waste, and travel-related goals to help drive this effort, covered in the [Metrics and Targets](#) section below.

We plan to continue these activities as we also integrate ideas from the assessment into our operational strategy and implement relevant resiliency measures that will help secure our business and our associates' safety in the face of potential exposure to risk.

We also include the findings from our scenario analyses and related efforts in our strategic and financial planning processes. See the row below for more detail.

See also Nielsen's [Global Environmental Policy & Guidelines Across Functions](#) and the [Climate Change, Energy and Emissions](#) section of this report for more on how we manage climate change-related issues.

DESCRIBE THE RESILIENCE OF THE ORGANIZATION'S STRATEGY, TAKING INTO CONSIDERATION DIFFERENT CLIMATE-RELATED SCENARIOS, INCLUDING A 2°C OR LOWER SCENARIO.

Nielsen understands the impact of climate change on our business and the communities where we live and operate, and we remain committed to identifying and delivering solutions that will address this global issue.

To that end, over the years we have invested our resources to create an accurate and complete picture of our baseline greenhouse gas (GHG) emissions and resource usage, so we could focus our efforts on initiatives that would be most effective. For example, we started a global utility data collection expansion plan in 2015, and completed it in 2018, so that we could have clearer control over our Scope 1 (direct) and Scope 2 (indirect) emissions. Our 2019 methodology change in how we calculate our utility-based emissions and resource usage—adding estimates to bridge any gaps in available data—now ensures that our reported data represent 100% of Nielsen's global square footage for the first time in 2019.

Also, in 2019, we expanded our Scope 3 emission calculations beyond our business travel footprint, a material indicator for us, by conducting our [first GHG value chain assessment](#). This effort has given us a more comprehensive understanding of our global supply chain footprint and helped us assess the relevance and emissions for each of the [15 Scope 3 categories](#).

With our Scope 1, Scope 2 and Scope 3 baselines more formalized, we are now working to enhance our climate change mitigation commitment by investigating absolute emission reduction goals. We are referencing the Science Based Target model to assess possible targets in line with the latest climate science, aligning with the goals of the Paris Agreement—to limit global warming to well below 2 degrees Celsius and further pursue efforts to limit warming to 1.5 degrees Celsius. Nielsen will share updates on our development of new emission targets as we complete our due diligence through 2020.

In addition to our GHG emission scoping and goal setting, in 2018 we contracted with third-party consultants to conduct scenario analyses, as part of a [climate risk assessment](#), to assess how different timelines and goal completion scenarios might affect our business. This assessment included transition and physical risk analyses.

For the **transition risk-related analysis**, our third-party consultant used modeling and analysis that incorporates the most recent information available on an array of factors, including energy markets, prices and technology costs, using the International Energy Agency's (IEA's) World Energy Model. The analysis is based on energy supply and demand outlooks, emissions abatement and investment needs in the energy supply, power generation and end use sectors (industry, transport and buildings) from the IEA's [Sustainable Development Scenario](#), which holds temperature rise to less than 2 degrees Celsius with 66% probability. It also examines the co-benefits for local pollution, energy access and energy security in a transition to a low-carbon energy system, and its implications for the energy industry.

Three scenarios were tested:

All scenarios are specifically based on our public target to reduce our global energy use per square foot of facility space by 5% by the end of 2020, compared with 2015, and are consistent with a 2 degrees Celsius future.

- **Scenario 1:** Nielsen continues emission reductions at our current pace to 2050 (i.e., reduce global energy use per square foot of facility space by up to 5% by 2020—or 1.25% per year from a 2015 baseline).
- **Scenario 2:** Nielsen meets the goal to reduce emissions by 5% by 2020 and then makes no further emission reductions through 2050.
- **Scenario 3:** Nielsen meets the goal to reduce emissions by 5% by 2020, followed by a 1% year-on-year increase in emissions out to 2050.

The transition risk analysis gave us insight into the financial implications associated with regulatory pressures related to climate change and potential reputational risks. The analysis used a compound annual growth rate (CAGR) of 4%, a discount rate of 2% and financials for fiscal year 2016. It also used our disclosed 2017 Scope 1 GHG emissions data and our Scope 2 GHG emissions data; where needed, data gaps were resolved by closing any gaps in actual data with estimates based on square footage intensity. It also included our disclosed Scope 3 GHG emissions data related to business travel.

The transition risk analysis dug deeper into the **carbon pricing risk** focused on the additional financial cost paid (minus current carbon prices) on emissions due to increasing carbon pricing regulations in the future, as well as an assessment of our carbon pricing risk intensity (i.e., the cost of carbon pricing risk per million dollars of revenue over time).

The result of the carbon pricing risk intensity assessment showed the cost per \$1 million in revenue based on our emissions reduction scenarios (described above) in a 2 degrees Celsius future at three different points in time (2020, 2030 and 2040). The results* were as follows:

- In Scenario 1, we found that at year 2020, the carbon pricing risk intensity would be \$97.89; in year 2030, it would be \$588.77; and in year 2040, it would be \$639.53.
- In Scenario 2, we found that at year 2020, the carbon pricing risk intensity would be \$99.26; in year 2030, it would be \$677.59; and in year 2040, it would be \$834.76.
- In Scenario 3, we found that at year 2020, the carbon pricing risk intensity would be \$100.36; in year 2030, it would be \$757.27; and in year 2040, it would be \$1,030.61.

As mentioned, this reflects the projected cost of carbon pricing risk per \$1 million of company revenue. In other words, the results represent the expected increase in costs to Nielsen should carbon prices rise as forecasted in each scenario. For example, for every \$1 million of revenue, Nielsen should expect a carbon pricing cost of \$589 in 2030, under Scenario 1.

***Note:** *These projections were made in 2018. The third party's carbon pricing risk forecasts are updated annually.*

As part of the transition risk analysis, we also conducted a **business model stress test** (i.e., the change in operating margin, relative to business as usual, associated with increased operating expenditure under a future carbon pricing scenario). The methodology for this business model stress test is the same as what is described above for our transition risk analysis.

The business model stress test results were as follows:

- In the case of Scenario 1, the forecasted decrease in operating margin due to carbon pricing risk in year 2020 was 0.012%; in year 2030, it would be 0.072%; and in year 2040, it would be 0.078%.
- In Scenario 2, the forecasted decrease in operating margin due to carbon pricing risk in year 2020 would be 0.012%; in year 2030, it would be 0.083%; and in year 2040, it would be 0.102%.
- In Scenario 3, the forecasted decrease in operating margin due to carbon pricing risk in year 2020 would be 0.012%; in year 2030, it would be 0.092%; and in year 2040, it would be 0.126%.

For our **physical risk analysis**, the third-party expert developed a baseline climatology model, based on a mix of Coupled Model Intercomparison Project Phase 5 models from 1975 to 2005. They then ran future simulations out to 2030, sampled at five-year intervals. This method of evaluation allows a capturing of the departure from “normal” conditions evident between 1975-2005 and 2030. The results are averaged over five-year intervals to identify directional trends and reduce the noise associated with yearly oscillations reproduced by the models. To reduce individual model uncertainty, the analysis utilized a mix of global climate models (GCMs). For indicators that were not generated through GCMs, such as sea-level rise, the least mitigation effort scenario (RCP 8.5) was selected and coupled with topographic, economic and/or historical observation data. RCP 8.5 is an above-average warming scenario that represents the least global mitigation effort and greatest increase in warming; on a 25-year timescale, however, the discrepancies between Intergovernmental Panel on Climate Change scenarios (RCP 2.6, 4.5, 6, and 8.5) are minimal. A level of uncertainty exists in both the climate model projections and the assumptions we take about nonlinear business impacts. Strict statistical validation methods were applied by the third party to account for model uncertainties and to ensure a practicable level of directional accuracy in these estimates.

Based on this, the physical risk analysis developed a hotspot ranking for our global sites that showed the overall exposure to physical climate risk (such as rising sea levels, water and heat stress, exposure to cyclones, and extreme rainfall) across our entire facilities’ portfolio. Nielsen is using this hotspot ranking to guide us on any risks associated with our current facilities and potential risks with any new real estate plans or moves. This review of the hotspots is vital to ensuring both responsible business growth and our associates’ continued safety.

As Nielsen continues to build on complete and accurate emission measurements, and works to establish absolute emission-reduction goals, these findings provide direction for exploring additional areas of relevant opportunities, as well as the risks associated with any potential investments and options we choose to move forward with.

See also our [Global Environmental Policy & Guidelines Across Functions](#) for all historical data.



RISK MANAGEMENT

DESCRIBE THE ORGANIZATION'S PROCESSES FOR IDENTIFYING AND ASSESSING CLIMATE-RELATED RISKS.

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

The process of identifying, assessing and managing climate-related issues is integrated into our overall, companywide Enterprise Risk Management (ERM) process. Climate Change was added as a standalone ERM risk in early 2018; climate change-related issues were previously addressed under another ERM risk, Disaster Recovery & Business Continuity. The new Climate Change category includes adverse financial, strategic or operational impacts as a result of—among other risks—an inability to provide climate-focused solutions to address the unique needs of businesses in a world impacted by environmental changes.

Throughout the year, we use our ERM framework to bring in a range of different perspectives across Nielsen to help identify, evaluate and manage financial and nonfinancial risks related to climate change and our other ERM risks.

We consider a range of climate-related risks, including but not limited to: current and emerging regulations; technological, legal, market-based and reputational risks; acute and chronic physical risks; and both downstream and upstream impacts. Climate-related risks are monitored on an ongoing basis by teams, and risks and opportunities are considered more than six years into the future.

As mentioned, in 2018 we conducted a global [climate risk assessment](#), looking into both the physical and transition-related risks of climate change on our business and operations through 2050. While the above row describes the results of this assessment, here we describe more about the process used.

To understand **transition risks** (i.e., changes to policies, laws, technology and markets due to climate change; the financial implications associated with regulatory pressures related to climate change; and potential reputational risks), we used a variety of key inputs: a database of all current carbon and fuel taxes; potential future carbon price trajectories; revenue; operating expenditure and GHG emission projections; and modeling of the pass-through pricing risks from our supply chain.

To understand **physical risks** (i.e., how extreme weather events and changing climate patterns can affect a business's physical assets), we looked at multiple temperature and precipitation indices that measured changes in both average and extreme conditions today and then projected them out to the year 2030.

The findings of this assessment have implications for all aspects of our business. As a result, we have engaged teams across areas including Global Responsibility & Sustainability, Real Estate/Facilities, Security, Business Resiliency, Risk & Insurance, Technology, Global Procurement, Architecture and Infrastructure to embed the relevant findings into our processes and practices and to identify new improvement opportunities accordingly.

In 2019 we conducted our first [Scope 3 emissions assessment](#) to understand the climate-related risks and impacts in our supply chain.

Understanding the climate-related risks to our people and business—and ensuring we have the proper governance channels and tactical systems in place—are integral to our climate change strategy. By being prepared to respond to, mitigate and prevent business risks from climate change, we aim to address on an ongoing basis the vulnerabilities unique to every company's business and operating models resulting from the gap between present realities and future success in an increasingly resource-constrained world. We will continue to leverage the findings from our first climate risk assessment to take concrete actions to further mitigate climate-related risks, while we remain open and attuned to how current risks are evolving and where new risks may be emerging.

For more information on how we assess climate-related risks, risks identified and management approaches, please refer to our [2018 10-K](#), [2019 10-K](#), [2019 Proxy Statement](#), [2020 Proxy Statement](#) and [Nielsen's nonfinancial materiality assessment](#).

DESCRIBE THE ORGANIZATION'S PROCESSES FOR MANAGING CLIMATE-RELATED RISKS.

We manage climate-related risks in our own operations through our Enterprise Risk Management process and through operational and environmental management systems, which is described in detail in our [Global Environmental Policy & Guidelines Across Functions](#). Specific management efforts are described in the climate-related strategy section above and in the [Environment Disclosure](#) section of this report. These efforts include preparing for, and adapting to, climate-related physical risks, including extreme weather, and reducing our own environmental footprint.

We are working with our suppliers to [manage climate-related risks in our supply chain](#). And, we use our unique data insights and client relationships to address climate change. For example, we conduct research for our clients about perceptions, issues and concerns relating to environmental sustainability and corporate responsibility. This information helps clients more efficiently develop products, services, partnerships and internal actions that consider ESG impacts. We also share key insights on these topics with the broader public via [Nielsen Insights](#).

DESCRIBE HOW PROCESSES FOR IDENTIFYING, ASSESSING AND MANAGING CLIMATE-RELATED RISKS ARE INTEGRATED INTO THE ORGANIZATION'S OVERALL RISK MANAGEMENT.

Climate Change is considered a standalone risk in our formal Enterprise Risk Management (ERM) process, which is overseen by our Chief Legal & Corporate Affairs Officer, who reports regularly to our CEO and Board. The Board's Audit Committee is updated at each regular meeting on enterprise risk issues at Nielsen. Once a year, Nielsen's management team formally updates the Audit Committee on the company's ERM process and the top risks that emerge from meetings with business leaders throughout the company.

In 2019, we reported on additional climate-related risks in our [10-K filing](#) (pp. 25-26), adding to what we had previously reported in our [2018 10-K](#) (pp. 23-24).



METRICS AND TARGETS

DISCLOSE THE METRICS USED BY THE ORGANIZATION TO ASSESS CLIMATE-RELATED RISKS AND OPPORTUNITIES IN LINE WITH ITS STRATEGY AND RISK MANAGEMENT PROCESS.

In addition to the metrics used in our climate risk assessment and scenario analyses (described in detail throughout this report), we also assess climate-related risks by measuring our own [greenhouse gas \(GHG\) emissions footprint](#) as well as our [supply chain's GHG emissions](#).

DISCLOSE SCOPE 1, SCOPE 2 AND, IF APPROPRIATE, SCOPE 3 GHG EMISSIONS, AND THE RELATED RISKS.

See the [Environmental Data](#) section of this report for 2019 and 2018 Scope 1, Scope 2 and Scope 3 GHG emissions data.

DESCRIBE THE TARGETS USED BY THE ORGANIZATION TO MANAGE CLIMATE-RELATED RISKS AND OPPORTUNITIES, AND PERFORMANCE AGAINST TARGETS.

ENERGY AND WASTE

Goal
Reduce global energy use per square foot of facility space by up to 5% by the end of 2020.
Status: On track. As we go into 2021 with the Scope 1, Scope 2 and Scope 3 baselines, we will investigate setting absolute emission reduction targets, referencing the Science Based Targets model.
Goal
By the end of 2019, upgrade our live data storage in our data centers to all-flash for energy reduction and enhanced efficiency.
Status: At the end of 2019, this effort was 64% complete; in 2020, the goal is to achieve 95% completion.
Goal
Send 0% of our global electronic waste (e-waste) to landfills by the end of 2020.
Status: On track.

TRAVEL

Goal
Include sustainability criteria in 100% of our major, centrally managed, global travel requests for proposals (RFPs).
Status: For 2018 and 2019, we met our goal of 100% of travel RFPs addressing multiple questions on sustainability and corporate social responsibility.

Goal

Engage 100% of our travel suppliers on overall sustainability practices. Also, formally assess 80% of our major, centrally managed travel suppliers on environmental, social and governance practices through our third-party sustainability scorecard process.

Status:

For 2018 and 2019, we requested complete corporate social responsibility and sustainability assessments from 100% of our major travel suppliers, covering all three major categories of Nielsen's travel spend (air travel, auto travel and hotels/accommodations); 86% of those suppliers completed assessments, exceeding our goal of 80%.

Our travel suppliers as a whole ranked high on their scorecards. Our major airline suppliers are engaged in reducing their impacts on climate change, with public goals for reducing emissions, focusing on fleet efficiency and research on more sustainable fuels. Our major suppliers in the hotel industry are actively engaged in reducing emissions, water and waste, with public goals and reporting. All of our major hotel suppliers participated in the Hotel Carbon Measurement Initiative Working Group, which developed a standard methodology for calculating and communicating carbon emissions associated with hotel stays based on the GHG Protocol Standards.

REPORT

GLOBAL REPORTING INITIATIVE STANDARDS

GRI INDEX

Please note that all indicators are from the [Global Reporting Initiative \(GRI\) Standards](#) published in 2016. The impact boundary for each of the relevant GRI Standards is both inside and outside the organization, with the exception of the following, for which the impact boundaries are limited to inside the organization: GRI 206: Anti-Competitive Behavior, GRI 403: Occupational Health and Safety, GRI 404: Training and Education, GRI 405: Diversity and Equal Opportunity, and GRI 406: Nondiscrimination.

GRI 101 AND 102: GENERAL DISCLOSURES

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 101	Foundation	This report has been prepared in accordance with the GRI Standards: Core option. Information about all of our material topics, boundaries and reporting principles can be found in This Report and our nonfinancial materiality assessment .
GRI 102-1	Name of the organization	Nielsen
GRI 102-2	Activities, brands, products and services	Comprehensive information about our business, products and services is included in Who We Are , as well as on our website and in our latest nonfinancial materiality assessment . There are no banned products or services.
GRI 102-3	Location of headquarters	New York and the United Kingdom
GRI 102-4	Location of operations	Nielsen operates in more than 100 countries around the world. In terms of significant operations, we maintain Nielsen Operations Centers in Mexico, Poland and Malaysia.
GRI 102-5	Ownership and legal form	Nielsen is a public company, traded on the New York Stock Exchange. There is no ownership of Nielsen stock by a government institution or family that exceeds 5% of shares. As stated in our articles of association regarding shares per voting category, unless otherwise provided in the certificate of incorporation, every shareholder of record shall be entitled to one vote for every share.
GRI 102-6	Markets served	Given the global nature of our client base, our geographic presence maps against the markets we serve. More information about the sectors and clients we serve is included in Who We Are , as well as on our website and in our latest nonfinancial materiality assessment .

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 102-7	Scale of the organization	All information related to this indicator, including total number of employees, operations, net sales, and products and services, is included in our 10-K. See our 2018 10-K pp. 14, 63-125 and our 2019 10-K pp.15, 63-128.
GRI 102-8	Information on employees and other workers	A significant portion of our activities is not performed by nonemployees. Our workforce data and diversity data include detailed information about our employee profile.
GRI 102-9	Supply chain	A comprehensive description of our supply chain can be found in the Supply Chain Management section of this report.
GRI 102-10	Significant changes to the organization and its supply chain	Information about any acquisitions and divestitures during 2018 and 2019 can be found in our 10-K filings. See our 2018 10-K pp. 39-40 and our 2019 10-K p. 41.
GRI 102-11	Precautionary principle or approach	Consistent with the precautionary principle, we advocate a risk-based approach to our operations through our extensive management systems. The Risk Management section of this report goes into detail about how we manage risk across our organization.
GRI 102-12	External initiatives	A representative list of the industry associations we are affiliated with can be found in the Stakeholder Engagement section of this report.
GRI 102-13	Membership of associations	A representative list of the industry associations we are affiliated with can be found in the Stakeholder Engagement section of this report.
GRI 102-14	Statement from senior decision-maker	Please see our Message From Our CEO in this report.
GRI 102-15	Key impacts, risks and opportunities	A description of our key impacts, risks and opportunities can be found in the Risk Management , Governance , Supply Chain Management and Stakeholder Engagement sections of this report, as well as in our most recent nonfinancial materiality assessment . Risks are also detailed in our 2019 10-K in the Risk Factors section, starting on p. 17.
GRI 102-16	Values, principles, standards and norms of behavior	A description of our values, principles, standards and norms of behavior can be found throughout this report (e.g., Governance , Ethics and Compliance , Data Privacy and Security , Supply Chain Management), as well as on our website , in our latest nonfinancial materiality assessment and in the Message From Our CEO . Our values, principles, standards and norms of behavior are also described in our Code of Conduct .

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 102-17	Mechanisms for advice and concerns about ethics	Our Speak Up Helpline is a resource open to anyone who wishes to report an ethical concern or integrity issue. Multiple options are available for speaking up, including telephone numbers and email addresses. Details can be found in the Ethics and Compliance section of this report and in our Code of Conduct .
GRI 102-18	Governance structure	The highest governing body of our organization is the Nielsen Board of Directors, consisting of independent Directors. More information can be found in the Governance section of this report, our 2019 Proxy Statement , pp. 10-12 and our 2020 Proxy Statement , pp. 10-13.
GRI 102-19	Delegating authority	As described in the Governance section of this report, we have a multilayered approach to governance of environmental, social and governance (ESG) topics that includes the Nomination & Corporate Governance Committee of our Board, our Global Responsibility & Sustainability team and various leaders and functional teams across our global organization.
GRI 102-20	Executive-level responsibility for economic, environmental and social topics	As described in the Community Engagement section of this report, the executive position responsible for economic, environmental and social topics is responsible for our Global Responsibility & Sustainability strategy, reporting directly to our Chief Legal Officer.
GRI 102-21	Consulting stakeholders on economic, environmental and social topics	The Stakeholder Engagement section of this report details our ongoing processes for engaging with internal and external stakeholders on ESG topics.
GRI 102-22	Composition of the highest governance body and its committees	Detailed information about the composition of our Board of Directors and its committees can be found in the Governance section of this report, our 2019 Proxy Statement , pp. 10-12 and our 2020 Proxy Statement , pp. 10-13.
GRI 102-23	Chair of the highest governance body	Our CEO and Board chair roles are separate.
GRI 102-24	Nominating and selecting the highest governance body	This is fully described in the charter of the Nomination & Corporate Governance Committee of our Board.
GRI 102-25	Conflicts of interest	Information regarding processes for the Board to ensure conflicts of interest are avoided and managed is detailed in our 2019 Proxy Statement , p. 21 and our 2020 Proxy Statement , p. 21.

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 102-31	Review of economic, environmental and social topics	We present updates regarding our Global Responsibility & Sustainability strategy to the Nomination & Corporate Governance Committee of our Board of Directors at least once per year.
GRI 102-32	Highest governance body's role in sustainability reporting	The Nomination & Corporate Governance Committee of our Board reviews the company's policies, practices and positions relating to corporate citizenship and sustainability. As such, the committee oversees corporate social responsibility, environmental quality, climate change and diversity and inclusion, among other ESG areas. The Board does not directly approve this Global Responsibility Report or other ESG reporting.
GRI 102-35	Remuneration policies	Details regarding remuneration policies for our Board and senior executives are included in our 2019 Proxy Statement , pp. 30-71 and pp. A-5, A-9, B-8, B-9, and our 2020 Proxy Statement , pp. A-2, A-3, A-4, B-8, B-9.
GRI 102-38	Annual total compensation ratio	The ratio of the annual total compensation for our CEO to the median annual total compensation of all employees is reported in the Compensation and Benefits section of this report, our 2019 Proxy Statement , p. 70 and our 2020 Proxy Statement , p. 68.
GRI 102-40	List of stakeholder groups	A full description of this is included in the Stakeholder Engagement section of this report and in our nonfinancial materiality assessment .
GRI 102-41	Collective bargaining agreements	Approximately 30% of Nielsen employees globally are covered by collective bargaining agreements and/or local works councils. See also the Fair Labor Practices section of this report for more details.
GRI 102-42	Identifying and selecting stakeholders	A full description of this is included in the Stakeholder Engagement section of this report and in our nonfinancial materiality assessment .
GRI 102-43	Approach to stakeholder engagement	A full description of this is included in the Stakeholder Engagement section of this report and in our nonfinancial materiality assessment .
GRI 102-44	Key topics and concerns raised	A full description of this is included in the Stakeholder Engagement section of this report and in our nonfinancial materiality assessment .
GRI 102-45	Entities included in the consolidated financial statements	A full and complete list of all entities included within Nielsen's financial statements can be found in our 2019 10-K in Exhibit 21.1, available on our Investor Relations website .
GRI 102-46	Defining report content and topic boundaries	A full explanation of this can be found in the introduction to This Report and in our nonfinancial materiality assessment .
GRI 102-47	List of material topics	A full description of this is included in our nonfinancial materiality assessment .

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 102-48	Restatements of information	Not applicable.
GRI 102-49	Changes in reporting	Not applicable.
GRI 102-50	Reporting period	2018 and 2019.
GRI 102-51	Date of most recent report	June 2018.
GRI 102-52	Reporting cycle	Nielsen publishes a Global Responsibility Report once every two years; we also regularly publish a nonfinancial materiality assessment . This approach allows us to engage with stakeholders and provide additional transparency by stretching our reporting cycle to also accommodate regular ESG-related disclosures throughout each year. We published our first nonfinancial materiality assessment in 2015 and then again in 2017 and 2019 , while our first Global Responsibility Report was published in 2016, followed by our second report in 2018 .
GRI 102-53	Contact point for questions regarding the report	globalresponsibility@sustainability@nielsen.com
GRI 102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
GRI 102-56	External assurance	We have not sought external assurance for this report. The Appendix includes external verification statements for our environmental sustainability data for Scopes 1, 2 and 3 greenhouse gas (GHG) emissions, as well as water and waste.

GRI 201: ECONOMIC PERFORMANCE

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the 2019 10-K pp. 33-62.

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-3	Evaluation of the management approach	Refer to the 2019 10-K pp. 33-62.
GRI 201-1	Direct economic value generated and distributed	The most complete information about this can be found in the Financial Statements and Supplementary Data section in our 2019 10-K , starting on p. 68.
GRI 201-2	Financial implications and other risks and opportunities due to climate change	We continue to investigate the financial implications of climate change and other related risks and opportunities through a variety of mechanisms, including our Enterprise Risk Management (ERM) process and by connecting ESG impacts with regular Finance-focused updates on business objectives. More information about our understanding of the effects of climate change on our business—and our strategic approach to mitigating these risks—can be found in our Task Force on Climate-related Financial Disclosures report.

GRI 203: INDIRECT ECONOMIC IMPACTS

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to our nonfinancial materiality assessment and the Community Engagement section of this report.
GRI 103-2	The management approach and its components	Refer to the Governance , Supply Chain Management and Community Engagement sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Governance , Supply Chain Management and Community Engagement sections of this report.
GRI 203-2	Significant indirect economic impacts	These include but are not limited to areas such as: monetary and in-kind donations and contributions; supplier spending, including our spending with diverse suppliers; and our supply chain impacts, including through impact hiring and other direct and indirect employment practices. These impacts are detailed throughout the Supply Chain Management and Community Engagement sections of this report.

GRI 204: PROCUREMENT PRACTICES

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Supply Chain Management section, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Supply Chain Management section of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Supply Chain Management section of this report.
GRI 204-1	Proportion of spending on local suppliers	Information about our spend with diverse and local suppliers, including about our Buy Local, Grow Global campaign, can be found in the Diversity and Inclusion section of this report. Areas and locations that are defined as “significant locations of operation” are identified based on a mix of factors, including but not limited to our client presence and location of larger office hubs.

GRI 205: ANTI-CORRUPTION

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Ethics and Compliance section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Governance and Ethics and Compliance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Governance and Ethics and Compliance sections of this report.
GRI 205-1	Operations assessed for risks related to corruption	Detailed information about how we audit and assess risks related to corruption and other areas across our global operations is included in the Risk Management section of this report.
GRI 205-2	Communication and training about anti-corruption policies and procedures	Detailed information about how we communicate and train our associates on anti-corruption policies and procedures can be found in the Ethics and Compliance section of this report. Similar information about how we engage with our suppliers on anti-corruption can be found in the Supply Chain Management section of this report.

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 205-3	Confirmed incidents of corruption and actions taken	Whether an incident is a confirmed case of corruption involves legal determinations and privileged and confidential legal advice. In 2018 and 2019, we had no fines associated with any sort of corruption or issue of professional integrity or duty of care.

GRI 206: ANTI-COMPETITIVE BEHAVIOR

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Ethics and Compliance section of this report and our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Governance section of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Governance section of this report.
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	In 2018 and 2019, there were no legal actions or fines related to anti-competitive behavior, anti-trust or monopoly practices. Note that Nielsen has always required employees to comply with competition laws, as outlined in our Code of Conduct .

GRI 302: ENERGY

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Environment section of this report, our Task Force on Climate-related Financial Disclosures report and our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Environment and Governance sections of this report, as well as our Task Force on Climate-related Financial Disclosures report .
GRI 103-3	Evaluation of the management approach	Refer to the Environment section of this report and our Task Force on Climate-related Financial Disclosures report .

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 302-1	Energy consumption within the organization	Refer to the Environment section of this report.
GRI 302-3	Energy intensity	Refer to the Environment section of this report.
GRI 302-4	Reduction of energy consumption	Refer to the Environment section of this report.

GRI 303: WATER

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Environment section of this report and our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Environment and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Environment and Governance sections of this report.
GRI 303-3	Water recycled and reused	While water is not one of our most material environmental sustainability areas, we recognize the importance of conserving our global water supply and our obligation to do our part in this effort. We do not yet have data related to the total volume of water recycled and reused by our organization globally, but we will continue to investigate the feasibility of this going forward.

GRI 305: EMISSIONS

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Environment section of this report, our Task Force on Climate-related Financial Disclosures report and our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Environment and Governance sections of this report, as well as our Task Force on Climate-related Financial Disclosures report.

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-3	Evaluation of the management approach	Refer to the Environment and Governance sections of this report, as well as our Task Force on Climate-related Financial Disclosures report .
GRI 305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	Refer to the Environment section of this report.
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Refer to the Environment section of this report.
GRI 305-3	Other indirect (Scope 3) GHG emissions	Refer to the Environment section of this report.
GRI 305-4	GHG emission intensity	Refer to the Environment section of this report.
GRI 305-5	Reduction of GHG emissions	While we have not yet established our full global baseline, we share our progress in the Environment section of this report.
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	The standard breakdown Nielsen reports on is methane (CH ₄), nitrous oxide (N ₂ O) and carbon dioxide (CO ₂), combined through a formula to produce the carbon dioxide equivalent (CO ₂ e) reported number. Refer to the Environment section of this report for that information.

GRI 307: ENVIRONMENTAL COMPLIANCE

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Environment section of this report and our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Environment and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Environment and Governance sections of this report.
GRI 307-1	Noncompliance with environmental laws and regulations	In 2018 and 2019 we had no instances of noncompliance with environmental laws or regulations.

GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Supply Chain Management section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Governance and Supply Chain Management sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Governance and Supply Chain Management sections of this report.
GRI 308-1	New suppliers that were screened using environmental criteria	Refer to the Supply Chain Management section of this report and the Nielsen Supplier Code of Conduct .
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Refer to the Supply Chain Management section of this report.

GRI 401: EMPLOYMENT

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Human Capital section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Human Capital and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Human Capital and Governance sections of this report.
GRI 401-1	New employee hires and employee turnover	Refer to the Workforce Data section of this report.
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	In the U.S., employees who work 35 hours per week qualify for full-time benefits.

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 401-3	Parental leave	These benefits are detailed in the Compensation and Benefits section of this report.

GRI 402: LABOR/MANAGEMENT RELATIONS

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Human Capital section of this report and our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Human Capital section of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Human Capital section of this report.
GRI 402-1	Minimum notice periods regarding operational changes	Local laws vary, but best practice is to give the legally mandated notice or 30 days, whichever is the most generous notice period.

GRI 403: OCCUPATIONAL HEALTH AND SAFETY

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Health and Safety section of this report and our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Health and Safety section of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Health and Safety section of this report.

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 403-1	Workers' representation in formal joint management-worker health and safety committees	Given the nature of our business, we do not have formal, joint management-worker health and safety committees across our entire organization. However, we do take care to address any relevant health and safety issues with employee input, if and as needed. An example of this in the context of our field operations is the safety committee we have for our Television Audience Measurement Operations in the U.S. Additional information about our approach to health and safety issues, and how we engage employees around the world, is detailed in the Health and Safety section of this report.
GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	Our workforce is predominantly based in offices, where occupational safety issues are minimal. However, we do have a significant population of field associates who recruit and maintain research panelists, visit retail stores for inventory tracking and service Nielsen equipment. These associates are critical to our success as a company, and we strive to ensure that they stay safe on the job. The most common health and safety issues they face are slip-and-fall injuries and traffic accidents. More information is detailed in the Health and Safety section of this report.
GRI 403-3	Workers with high incidence or high risk of diseases related to their occupation	This is not applicable given the nature of our business.
GRI 403-4	Health and safety topics covered in formal agreements with trade unions	This is not applicable given the nature of our business.

GRI 404: TRAINING AND EDUCATION

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Training and Development section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Training and Development and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Training and Development and Governance sections of this report.

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 404-1	Average hours of training per year per employee	This metric is not material for Nielsen, but we have covered this information in the Training and Development section of this report.
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	This information is covered in the Training and Development section of this report.
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	100% of employees have access to career development resources. More information about our approach to regular performance and career development reviews is covered within the Human Capital section of this report.

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Diversity and Inclusion section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Diversity and Inclusion and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Diversity and Inclusion and Governance sections of this report.
GRI 405-1	Diversity of governance bodies and employees	This information is covered in a number of sections within this report: Workforce Data , Diversity and Inclusion and Governance .
GRI 405-2	Ratio of basic salary and remuneration of women to men	This information is covered in the Compensation and Benefits section of this report. We have also provided this information through a U.K.-specific disclosure .

GRI 406: NONDISCRIMINATION

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Diversity and Inclusion section of this report, as well as our nonfinancial materiality assessment .

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-2	The management approach and its components	Refer to the Diversity and Inclusion and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Diversity and Inclusion and Governance sections of this report.
GRI 406-1	Incidents of discrimination and corrective actions taken	<p>As mentioned in the Diversity and Inclusion section of this report, we encourage all associates to report any and all concerns through our anonymous and confidential Speak Up Helpline. We provide a number of different mechanisms through which employees and others can report claims, as explained in detail in our Code of Conduct.</p> <p>Any and all allegations of harassment or discrimination are thoroughly investigated. Responsive action is taken as appropriate. Allegations are reported and tracked by our Compliance & Integrity function, which regularly reports to the Audit Committee of the Board.</p> <p>Nielsen does not require employees to take sexual harassment claims to private arbitration.</p>

GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Fair Labor Practices section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Fair Labor Practices and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Fair Labor Practices and Governance sections of this report.
GR 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	During this reporting period of 2018-2019, we did not identify any operations or suppliers where workers' rights to exercise freedom of association or collective bargaining were violated. We do note the generally more heightened risk of this in manufacturing suppliers in Asia. Refer to the Fair Labor Practices and Supply Chain Management sections of this report for more details about how we monitor risks on an ongoing basis and tailor our approach to each specific geography in which we operate.

GRI 408: CHILD LABOR

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Supply Chain Management section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Supply Chain Management and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Supply Chain Management and Governance sections of this report.
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	We have not identified any operations or suppliers where there are risks of child labor. We do note the generally more heightened risk of this in manufacturing suppliers in Asia. Our ongoing efforts to monitor this area are detailed in the Supply Chain Management section of this report, in our Supplier Code of Conduct and in our global human rights guidelines .

GRI 409: FORCED OR COMPULSORY LABOR

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Supply Chain Management section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Supply Chain Management and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Supply Chain Management and Governance sections of this report.
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	We have not identified any operations or suppliers where there are risks of forced or compulsory labor. We do note the generally more heightened risk of this in manufacturing suppliers in Asia. Our ongoing efforts to monitor this area are detailed in the Supply Chain Management section of this report, in our Supplier Code of Conduct and in our global human rights guidelines .

GRI 412: HUMAN RIGHTS ASSESSMENT

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Supply Chain Management and Human Rights sections of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Supply Chain Management , Human Rights and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Supply Chain Management , Human Rights and Governance sections of this report.
GRI 412-1	Operations that have been subject to human rights reviews or impact assessments	Refer to the Risk Management section of this report.
GRI 412-2	Employee training on human rights policies or procedures	Refer to the Human Rights section of this report.
GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Human rights is included as a component in our Supplier Code of Conduct , which we ask all of our suppliers to adhere to. Additionally, we have incorporated ESG-related risks within our standard due diligence questionnaire for potential acquisitions. More information can be found in the Human Rights section of this report.

GRI 413: LOCAL COMMUNITIES

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Community Engagement and Stakeholder Engagement sections of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Community Engagement , Stakeholder Engagement and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Community Engagement , Stakeholder Engagement and Governance sections of this report.

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 413-1	Operations with local community engagement, impact assessments and development programs	Refer to the Community Engagement section of this report.
GRI 413-2	Operations with significant actual and potential negative impacts on local communities	Refer to the Community Engagement section of this report.

GRI 414: SUPPLIER SOCIAL ASSESSMENT

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Supply Chain Management section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Supply Chain Management and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Supply Chain Management and Governance sections of this report.
GRI 414-1	New suppliers that were screened using social criteria	Refer to the Supply Chain Management section of this report.
GRI 414-2	Negative social impacts in the supply chain and actions taken	Refer to the Supply Chain Management section of this report.

GRI 415: PUBLIC POLICY

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Public Policy section of this report, as well as our nonfinancial materiality assessment .

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-2	The management approach and its components	Refer to the Public Policy and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Public Policy and Governance sections of this report.
GRI 415-1	Political contributions	Refer to the Public Policy and Governance sections of this report.

GRI 417: MARKETING AND LABELING

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Not material. For information about why this is not material, refer to our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Not material. For information about why this is not material, refer to our nonfinancial materiality assessment .
GRI 103-3	Evaluation of the management approach	Not material. For information about why this is not material, refer to our nonfinancial materiality assessment .
GRI 417-1	Requirements for product and service information and labeling	Not material. For information about why this is not material, refer to our nonfinancial materiality assessment .
GRI 417-2	Incidents of noncompliance concerning product and service information and labeling	Not material. For information about why this is not material, refer to our nonfinancial materiality assessment .
GRI 417-3	Incidents of noncompliance concerning marketing communications	Not material. For information about why this is not material, refer to our nonfinancial materiality assessment .

GRI 418: CUSTOMER PRIVACY

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Data Privacy and Security section of this report, as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Data Privacy and Security and Governance sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Data Privacy and Security and Governance sections of this report.
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Refer to the Data Privacy and Security section of this report. In 2018 and 2019, Nielsen received a small number of complaints, all of which were either unsubstantiated or resolved directly with data subjects to their satisfaction.

GRI 419: SOCIOECONOMIC COMPLIANCE

GRI INDICATOR	INDICATOR DESCRIPTION	NIELSEN RESPONSE
GRI 103-1	Explanation of the material topic and its Boundaries	Refer to the Governance , Human Capital and Diversity and Inclusion sections of this report as well as our nonfinancial materiality assessment .
GRI 103-2	The management approach and its components	Refer to the Governance , Human Capital and Diversity and Inclusion sections of this report.
GRI 103-3	Evaluation of the management approach	Refer to the Governance , Human Capital and Diversity and Inclusion sections of this report.
GRI 419-1	Noncompliance with laws and regulations in the social and economic area	We have had no incidents of noncompliance in this area.

APPENDIX

ENVIRONMENTAL DATA VERIFICATION STATEMENTS

2018 data: Our Bureau Veritas North America verification statement for greenhouse gas (GHG) emissions data for Scope 1, Scope 2 (market-based and location-based) and Scope 3 is available [here](#); our verification statement for water and waste is available [here](#).

2019 data: Our Apex Companies, LLC (formerly Bureau Veritas North America) verification statement for GHG emissions data for Scope 1, Scope 2 (market-based and location-based) and Scope 3 is available [here](#); our verification statement for water and waste is available [here](#).

SELECTED FINANCIAL DATA

Full financial data is available in our [10-K](#). Included here is a selection of financial disclosures based on the most frequently-asked questions from environmental, social and governance (ESG) raters and standards-setters.

METRIC		2019	2018	2017	2016
Changes in capital structure		2019 10-K , pp. 31-133	2018 10-K , pp. 29-131	2017 10-K , pp. 27-126	2016 10-K , pp. 24-122
Net debt divided by total capital	Short- term debt	914	107	84	188
	Long- term debt	7,395	8,280	8,357	7,738
	Cash	454	524	656	754
	Total capital	10,050	10,710	12,030	11,274
	Net debt / total capital	0.78	0.73	0.65	0.64
Net debt to adjusted EBITDA	Net debt	7,855	7,863	7,785	7,172
	Adjusted EBITDA ¹	1,853	1,850	2,024	1,925
	Net debt / adjusted EBITDA	4.2	4.3	3.8	3.7
Operating income divided by interest expense	Operating income	-93	-475	1,214	1,130
	Interest expense	397	394	374	333
	Operating income / interest expense	-0.2	-1.2	3.2	3.4

METRIC		2019	2018	2017	2016
6-year shareholder payout	Total returned to shareholders – 6 year	4,322	4,203	3,639	3,025
	Weighted average shares O/S diluted – 6 year	364	369	370	370
	Shareholder payout rate per share – 6 year	11.86	11.4	9.82	8.17
Shareholder payout ratio to free cash flow	Dividends	395	494	474	434
	Share repurchase	0	70	140	418
	Total	395	564	614	852
	Cash flow from operations	1,066	1,058	1,310	1,296
	Net capital expenditures	519	516	447	391
	Free cash flow	547	542	863	905
	Shareholder payout ratio to free cash flow	0.72	1.04	0.71	0.94
Total capitalization	Short- term debt	914	107	84	188
	Long- term debt	7,395	8,280	8,357	7,738
	Cash	454	524	656	754
	Net debt	7,855	7,863	7,785	7,172
	Shareholder’s equity	2,195	2,847	4,245	4,102
	Total capitalization	10,050	10,710	12,030	11,274
5-year EPS CAGR	EPS	-1.17	-2	1.2	1.39
	5-year EPS CAGR	-1.03	-1.01	1.1	1.43
5-year ROE	Shareholder’s equity	2,195	2,847	4,245	4,102
	Net income	-415	-712	429	502
	Return on equity	-19%	-25%	10%	12%
	5-year average ROE	-0.02	0.04	0.11	0.1

METRIC		2019	2018	2017	2016
5-year average change in operating margin	Revenue	6,498	6,515	6,572	6,309
	Operating income	-93	-475	1,214	1,130
	Operating margin	1%	-7%	18%	18%
	5-year average	9%	13%	17%	17%
5-year total shareholder return	Dividends	395	494	474	434
	Share repurchase	0	70	140	418
	Total	395	564	614	852
	Weighted average shares O/S diluted – 1 year	356	356	358	362
	Total return to shareholders – 5 year	3,500	3,927	3,639	3,025
	Weighted average shares O/S diluted – 5 year	361	366	371	373
	Shareholder payout rate per share – 5 year	9.71	10.72	9.8	8.11

¹We define Adjusted EBITDA as net income or loss from our consolidated statements of operations before interest income and expense, income taxes, depreciation and amortization, restructuring charges, stock-based compensation expense and other nonoperating items from our consolidated statements of operations as well as certain other items that arise outside the ordinary course of our continuing operations. We use Adjusted EBITDA to measure our performance from period to period both at the consolidated level as well as within our operating segments, to evaluate and fund incentive compensation programs and to compare our results to those of our competitors.

PREVIOUS NIELSEN GLOBAL RESPONSIBILITY REPORTS

Our first Nielsen Global Responsibility Report was published in May 2016, covering 2015; a PDF version of the report is available [here](#). Our second Nielsen Global Responsibility Report was published in June 2018, covering 2016-2017; a PDF version of the report is available [here](#).

ABOUT NIELSEN

Nielsen Holdings plc (NYSE: NLSN) is a global measurement and data analytics company that provides the most complete and trusted view available of consumers and markets worldwide. Nielsen is divided into two business units. Nielsen Global Media, the arbiter of truth for media markets, provides media and advertising industries with unbiased and reliable metrics that create a shared understanding of the industry required for markets to function. Nielsen Global Connect provides consumer packaged goods manufacturers and retailers with accurate, actionable information and insights and a complete picture of the complex and changing marketplace that companies need to innovate and grow.

Our approach marries proprietary Nielsen data with other data sources to help clients around the world understand what's happening now, what's happening next, and how to best act on this knowledge.

An S&P 500 company, Nielsen has operations in over 100 countries, covering more than 90% of the world's population. For more information, visit www.nielsen.com.





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