

◀▶ Nielsen

2022 ESG Report



Governance



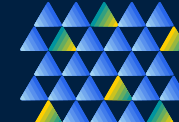
Diversity, equity and inclusion



Human capital



Environment



Data privacy and security



Communities



A message from our CEO

At Nielsen, we like to say: Audience is everything.

Every day, we work to provide insights into where the media industry is going, how audience behavior is changing and how we all must adapt to continue to thrive.

We recognize that change is constant, not just in our industry but around the world. In 2021, as the globe grappled with the second year of the COVID-19 pandemic, millions of people began to rethink how they live and work. In the United States, as in many other parts of the world, there was renewed focus on systemic racism and the existing disparities among people of color. The United Nations continued to sound an alarm about climate change, and in the wake of countless news stories about vaccinations and elections in the U.S., we saw a rising demand for truth and integrity in the media.

At Nielsen, we went through significant change as well, as we completed the sale of Nielsen Global Connect (now NielsenIQ) and emerged as a rebranded, media-focused company intent on helping to power a better media future for all people.

Our reorganization did not impact our long-standing core values of diversity, equity and inclusion, global responsibility and sustainability, data privacy and security, innovation and improving citizenship through positive engagement. We did, however, review our existing environmental, social and governance (ESG) focus areas, considering systemic issues impacting society at large, future generations and our natural ecosystems.

Ultimately, we embraced six key ESG areas, which we will detail at length in the **2022 Nielsen ESG Report** that follows. At a high level, our ESG strategy going forward will prioritize:

- **Societal trust in media**—People’s perceptions of the societal impacts created or amplified by the media and advertising ecosystem in which Nielsen operates.
- **Climate change and environment**—Climate change and other environmental factors such as waste management and energy management, especially as they relate to Nielsen and the media and advertising industries’ roles.

- **Fair and functioning media ecosystem**—The impacts and activities of Nielsen and other industry stakeholders such as media producers, distributors and advertisers, and how we all contribute to or detract from a healthy media industry.
- **Social inclusion**—Nielsen’s approach to diversity, equity and inclusion within its businesses, and the company’s influence over media and advertising content related to diverse audiences, representation and overall inclusion.
- **Human capital management**—The impacts of Nielsen’s operations and culture on its employees, contractors and suppliers and its ability to support, enable and empower its people.
- **Ethical governance and business integrity**—The internal and external-facing impacts of Nielsen’s governance and approach to business integrity.

Recent achievements

I am proud of our ESG achievements in the last year. A few highlights include starting a Diverse-Owned Media Equity program, a first-of-its-kind offering to accelerate the growth and impact of diverse-owned media businesses. On our Board of Directors, we achieved 50% female representation and 20% racial and ethnic diversity representation. We celebrated our eighth annual Earth Week across 17 countries, encouraging education and awareness for environmental justice. We continued our progress to identify science-based, long-term emissions reductions goals, through an evolution of our data collection process and a full supply chain assessment of our greenhouse gas emissions. We accelerated business diversity efforts and reached 15% of U.S. sourceable spending with diverse-owned businesses. Despite the ongoing pandemic, over 3,000 employees across 40 countries volunteered on Nielsen Global Impact Day in October 2021, logging more than 9,700 hours of volunteer time.

New goals for 2024

We have established or updated a range of new goals for 2024 around our key ESG focus areas. With these forward-looking goals, along with our ongoing initiatives, we want to deepen our commitment to our employees, clients, the communities we serve and additional stakeholders, in order to consistently improve our ESG performance.

These goals include achieving, by 2024:

- 46% of women represented in global leadership
- 5.2% representation for Black talent in leadership in the U.S.
- 5.9% representation for Hispanic talent in leadership in the U.S.
- Reduce our on-premises application server footprint to 10%
- Reduce our business travel spend by 25% from our 2019 pre-COVID baseline
- Ensure that every eligible employee is held accountable to complete required privacy training
- Increase employee participation in community-oriented programs to 30%
- Track and increase our Employee Net Promoter Score from “good” to “great,” according to external benchmarks

Looking forward, as we prepare to celebrate our 100th year in business next year, I am energized by the bright future that awaits. We remain committed to innovation and measurement integrity in ESG as we bring the industry forward to capture and reflect the changing face of the audience at large.

David Kenny



Chief Executive Officer



 Nielsen

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About this report

This ESG Report provides a comprehensive overview of Nielsen’s environmental, social and governance (ESG) strategy, approach and performance, inclusive of 2021 data. In the past, we published this type of comprehensive report only on a biennial basis, in 2016, 2018 and 2020, with a shorter, interim update published for the first time in 2021. Given the rising importance of providing frequent ESG updates on our progress and strategy for a range of stakeholders, we plan to produce an ESG report on an annual basis moving forward.

This report is organized around our six main ESG topic areas and includes a narrative overview of each, along with supplemental data and information. We also provide addenda on the reporting frameworks most relevant to Nielsen: the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD) and the Global Reporting Initiative (GRI).

For questions, please reach out to Nielsen’s Corporate Citizenship team at nlsncorporatecitizenship@nielsen.com.

Forward-looking statements

This communication includes information that could constitute forward-looking statements made pursuant to the safe harbor provision of the Private Securities Litigation Reform Act of 1995. These statements include those relating to Nielsen ONE as well as those that may be identified by words such as “will,” “intend,” “expect,” “anticipate,” “should,” “could” and similar expressions. These statements are subject to risks and uncertainties, and actual results and events could differ materially from what presently is expected, including regarding Nielsen ONE. Factors leading thereto may include, without limitation, the risks related to the Ukraine conflict or the COVID-19 pandemic on the global economy and financial markets, the uncertainties relating to the impact of the Ukraine conflict or the COVID-19 pandemic on Nielsen’s business, the failure of Nielsen’s new business strategy in accomplishing Nielsen’s objectives, economic

conditions in the markets Nielsen is engaged in, impacts of actions and behaviors of customers, suppliers and competitors, technological developments, as well as legal and regulatory rules and processes affecting Nielsen’s business and other specific risk factors that are outlined in Nielsen’s disclosure filings and materials, which you can find on <http://www.nielsen.com/investors>, such as its 10-K, 10-Q and 8-K reports that have been filed with the Securities and Exchange Commission. Please consult these documents for a more complete understanding of these risks and uncertainties. This list of factors is not intended to be exhaustive. Such forward-looking statements only speak as of the date of these materials, and Nielsen assumes no obligation to update any written or oral forward-looking statement made by Nielsen or on its behalf as a result of new information, future events or other factors, except as required by law.

Disclaimer

This report represents current Company policy and intent and is not intended to create legal rights or obligations. This ESG Report may contain or reference public information not separately reviewed, approved or endorsed by the Company and no representation, warranty or undertaking is made by the Company as to the accuracy, reasonableness or completeness of such information. Materiality and its relevant definition as used in this ESG Report, and our ESG materiality review process, is different than the definition used in the context of filings with the SEC. Issues deemed material for purposes of this ESG Report and for purposes of determining our ESG strategies may not be considered material for SEC reporting purposes.

Our key ESG issue areas

In late 2021, Nielsen undertook a reassessment of our existing ESG focus areas to understand our current impacts as a solely media-focused company following the sale of Nielsen Global Connect. This updated analysis also integrated important context around our ESG issues in a rapidly changing industry, during a time of widespread global uncertainty.

The objective of this assessment was to identify and describe ESG issues and topics of greatest relevance to Nielsen and its stakeholders. This, in turn, informed Nielsen’s internal ESG strategy and planning, our reporting

and transparency efforts and our ongoing communications about our overall ESG commitments. The updated findings also considered our last assessment, published in 2019, and highlighted evolving perspectives on existing ESG priorities.

As part of the analysis, we worked with an external consultant to identify the universe of ESG issues, impacts, risks and opportunities that may be important to the company and its stakeholders. This process drew on a wide range of public and internal documents, an employee survey and interviews with 26 internal and external stakeholders. After identifying dozens of potential ESG issues, we ultimately prioritized those we felt would be most meaningful, in order to develop more concise input to corporate strategy and ESG reporting.

Stakeholders considered as part of this assessment included:

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

Because of the broad nature of the media industry in which Nielsen operates, and the increasingly urgent climate crisis affecting all industries, we also looked beyond the more focused perspective of traditional stakeholders to consider wider systemic issues. We examined issues for their potential impacts on society at large, future generations and natural ecosystems.

Our key ESG issue areas (continued)

The updated assessment identified six interrelated issue clusters, some of which share overlapping sub-topics. No entirely new issues were identified since the last assessment in 2019, but there were notable shifts in perspective on certain issues, including:

1. Increased awareness and concern around **data use, media integrity and private sector influence over consumer behavior**—including by Nielsen and many other companies—as well as on over-consumption and other economic and sustainability-related topics.
2. Increased emphasis—and **divergent perspectives**—on **Nielsen’s business model** and the risks and opportunities it presents regarding the tension between revenue generation and consumer protection.
3. Increased debate around **Nielsen’s role as a neutral observer** within an increasingly fragmented and contentious media landscape.
4. Greater and more urgent concern around high-profile ESG issues, such as the consequences of **climate change**, and challenges related to **diversity, equity and inclusion (DE&I)**.

Our key ESG issue clusters

Societal trust in media	People’s perceptions of the societal impacts created or amplified by the media and advertising ecosystem in which Nielsen operates
Climate change and environment	Climate change and other environmental factors such as waste management and energy management, especially as they relate to Nielsen and the media and advertising industries’ roles
Fair and functioning media ecosystem	The business practices of Nielsen and other industry stakeholders such as media producers, distributors and advertisers, and how we all contribute to or detract from a healthy media industry
Social inclusion	Nielsen’s approach to DE&I within its business, as well as the company’s influence over media and advertising content created by others as it relates to diverse audiences, representation and overall inclusion
Human capital management	The impacts of Nielsen’s operations and culture on its employees, contractors and suppliers, and the company’s ability to support, enable and empower its people
Ethical governance and business integrity	The internal- and external-facing impacts of Nielsen’s governance and approach to business integrity

External ESG recognition highlights



Included in JUST Capital's and CNBC's "JUST 100" 2022 list (5th consecutive year)

Member of
Dow Jones Sustainability Indices

Powered by the S&P Global CSA

Included in the 2021 Dow Jones Sustainability Index (DJSI) North America (5th consecutive year)



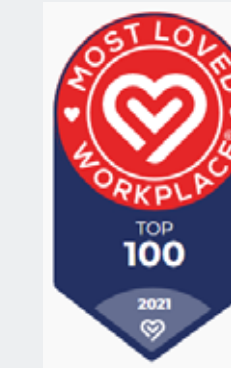
Included in the 2022 Bloomberg Gender-Equality Index (4th consecutive year)



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



Earned a 100% ranking on the Human Rights Campaign Foundation's 2022 Corporate Equality Index (9th consecutive year) and named one of the Best Places to Work for LGBTQ Equality (8th consecutive year)



Named a Top 100 "Most Loved Workplace" for 2021 by Newsweek and the Best Practice Institute



FTSE4Good

Included in the FTSE4Good Index Series (6th consecutive year) by global index provider FTSE Russell



Ranked #19 on 100 Best Corporate Citizens by 3BL Media (3rd consecutive year)



Recognized by PR News as the 2021 DE&I team of the year, honoring diverse teams that tackle big challenges using innovative and effective PR strategies

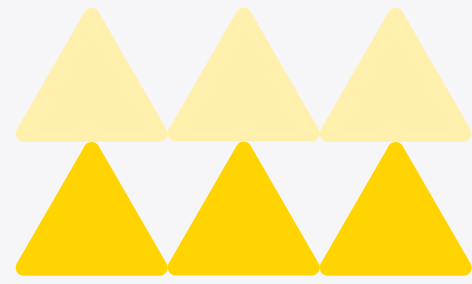
ESG highlights and goals

We know that setting ambitious, yet achievable, targets for our ESG performance is important in order to drive accountability, ownership and continuous improvement for Nielsen and our stakeholders. In 2021, following the sale of Nielsen Global Connect and our transition to a media-focused company, we worked to consolidate ESG data and establish relevant baselines for our new operational footprint. From this new foundation, we have now established or updated a range of new 2024 goals around our key ESG focus areas. With these forward-looking goals, along with our ongoing initiatives, we want to deepen our commitment to our clients, communities and stakeholders in order to consistently improve our ESG performance.

We plan to regularly evaluate our progress toward our goals, and continue our due diligence work to identify, establish and update additional targets that drive Nielsen's progress as a responsible and sustainable company.



ESG highlights of the past year



Governance

- Achieved 50% female representation and 20% racial/ethnic diversity representation across our Board of Directors
- Held 8 Board meetings in 2021, with all directors attending at least 75% of the meetings
- Updated Board Committee charters to expand and clarify the committees' roles with regard to ESG matters
- Initiated an update to Nielsen's Code of Conduct, published in May 2022, with the latest foundational guidance to help everyone at Nielsen, including our subsidiaries and affiliates and the joint ventures that we control, uphold Nielsen's ethical standards
- Required Nielsen's 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
- Connected the Board with an outside consultant to provide continuing education to the Board and senior management on diversity, equity and inclusion in December 2021
- Adopted a Director Continuing Education Policy to provide our directors with articles, information and presentations relating to our business, relevant industries, competitors and corporate governance and regulatory issues



Diversity, equity and inclusion

- Maintained diversity of our leadership team; 4 out of 9 Nielsen Executive Committee leaders are women, and 3 out of 9 Executive Committee leaders are racially/ethnically diverse
- Launched Gracenote Inclusion Analytics, a unique analytics tool that matches a cohesive view of on-screen diversity with viewership data
- Expanded our Diverse Intelligence Series to include thought leadership around media representation and audiences of additional communities, including Native Americans, LGBTQ+, people with disabilities and women over 50 years of age
- Added two new leaders, representing Native Americans and people with disabilities, to our External Advisory Council
- Started the Diverse-Owned Media Equity program, a first-of-its-kind offering, to accelerate the growth and impact of diverse-owned media businesses
- Launched two new Business Resource Groups (BRGs) including Believe (our inter-faith BRG) and NATIV (our Native American, Tribal and Indigenous Voices BRG), bringing our BRG total to 13 in 2021
- Accelerated business diversity efforts in the U.S. to alleviate the disproportionate impact of the COVID-19 pandemic on diverse businesses, hitting \$104 million in spend with diverse suppliers and 15% of our U.S. sourceable spend



Human capital

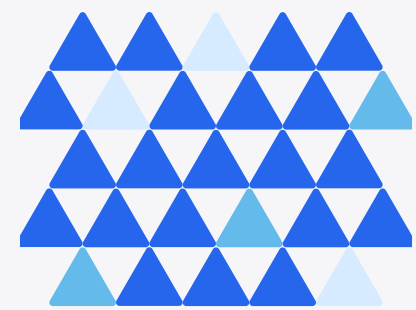
- Announced our company values of Inclusion, Courage and Growth, which guide everything we do and power what we call our "Growth Culture," a key enabler of our strategic business goals and our purpose
- Launched a new "Smart Work" framework to guide our approach to remote and virtual work, as part of our philosophy of providing flexibility for purposeful and productive work locations
- Began offering a new Emotional Health Support program to all employees globally, and expanded paid sick benefits to part-time employees in the U.S.
- Pivoted to a new employee listening and continuous feedback strategy with a new survey tool designed to improve our employee engagement, experience and overall culture
- Achieved a participation rate of 78% of our employees accessing our Learning Management System and Degreed platforms, completing over 73,000 learning activities
- Created a new Chief Talent Officer role in early 2022 to maximize our approach to how we attract, grow and retain talent

ESG highlights of the past year (continued)



Environment

- Engaged more than 6,400 employees across 17 countries to organize, participate and lead Earth Week events to advocate for environmental justice
- Continued our progress to identify science-based, long-term emissions reductions goals, through an evolution of our data collection process and a full supply chain assessment of our GHG emissions
- Switched to only recycled or Forestry Stewardship Council (FSC)-certified paper product options in our U.S. purchasing channels



Data privacy and security

- Facilitated training and education events throughout Privacy Awareness Month in January and Cybersecurity Awareness Month in October
- Updated our Cybersecurity Policy in April 2021
- Updated our Global Privacy Policy in January 2022





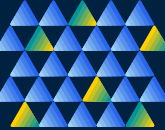



Communities

- Executed Nielsen Global Impact Day in October 2021, with over 3,000 employees in 40 countries participating, logging over 9,700 hours of volunteer time
- Donated an estimated \$23.6 million of pro bono and in-kind data, products and services
- Provided more than \$1.97 million in grants to 49 non-profit organizations through the Nielsen Foundation, a separate private foundation

2024 ESG goals

We aim to achieve the following goals by 2024.

ESG area	Goal
 Governance	<ul style="list-style-type: none"> • Ensure that >80% of Nielsen policies are up-to-date based on our policy framework cadence • Improve average days-to-close Integrity Reports to 40 days
 Diversity, equity and inclusion	<ul style="list-style-type: none"> • Achieve 46% of women represented in global leadership¹ • Achieve 5.2% representation for U.S. Black talent in leadership • Achieve 6.0% representation for U.S. Black mid-level talent • Achieve 5.9% representation for U.S. Hispanic talent in leadership • Maintain 15% of our U.S. supplier spend with certified diverse-owned businesses, with 18% as a stretch goal
 Human capital	<ul style="list-style-type: none"> • Track and increase our Employee Net Promoter Score (eNPS) from “good” to “great” according to external benchmarks
 Environment	<ul style="list-style-type: none"> • Reduce our on-premises application server footprint to 10% • Reduce our business travel spend by 25% from our 2019 pre-COVID baseline, and implement a travel policy that will maintain the reduced travel emissions • Ensure that all of our e-waste managed through our field operations team is diverted from landfills and is recycled, refurbished or reused
 Data privacy and security	<ul style="list-style-type: none"> • Ensure that 100% of eligible employees are held accountable to complete required privacy training • Track and grow Nielsen's National Institute of Standards and Technology (NIST) Cybersecurity Framework Maturity score internally
 Communities	<ul style="list-style-type: none"> • Increase employee participation in community-oriented programs to 30% • Contribute \$30 million in total in-kind value for pro bono data donations, public reports, and other support for organizations and topics that are powering a better media future for all people • Grant \$6 million by the Nielsen Foundation, a private foundation originally funded by Nielsen, to support educational access and persistence, economic mobility and well-being, and representation in media and technology

¹ This goal was previously noted in our 2021 Interim Responsibility Report, with a 2023 goal year. It was adjusted to 2024 to align with our 2024 strategic roadmap and suite of 2024 ESG goals for consistency.



Governance



Governance

Because Nielsen serves as an independent data and measurement company, our clients—and the industries we support—depend on us to maintain the highest standards of integrity in everything we do. To maintain their trust, we operate with an unwavering commitment to sound governance, ethical behavior and integrity throughout our company, every day.

2021 highlights

- Held 8 Board meetings in 2021, with all directors attending at least 75% of the meetings
- Held 28 committee meetings in 2021, with all directors attending 100% of applicable meetings
- Board highlights
 - 9/10 directors are considered independent
 - 5/10 are female directors
 - 2/10 are racially or ethnically diverse directors
- Required Nielsen's Board and 100% of employees—except where not permitted by local laws—to annually certify that they understand and will abide by our Code of Conduct
- Advocated on issues important to our business and inclusion across society, including U.S. Census funding, diversity in media, media ownership, tax reform, privacy, e-commerce, digital advertising, TV audience measurement and more
- Connected the Board with an outside consultant to provide continuing education to the Board and senior management on diversity, equity and inclusion in December 2021
- Adopted a Director Continuing Education Policy to provide our directors with articles, information and presentations relating to our business, relevant industries, competitors and corporate governance and regulatory issues
- Updated committee charters in February 2022
- Initiated an update to Nielsen's Code of Conduct, published in May 2022, with the latest foundational guidance to help everyone at Nielsen, including our subsidiaries, affiliates and the joint ventures that we control, uphold Nielsen's ethical standards



2024 goals

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





Board independence

The Nielsen Board of Directors is elected by shareholders annually to oversee management and to ensure that the long-term interests of the shareholders are being served. All Board members except our CEO are independent, including the chairperson.

Board oversight of ESG issues

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

Our Board Committees have direct oversight responsibilities for a range of ESG issues.

- The Nomination and Corporate Governance Committee (NCGC) oversees the Company's overall ESG matters, including overall ESG strategy, except to the extent reserved for the full Board or another committee.
- Our Compensation and Talent Committee oversees Nielsen's human capital management strategies and programs, including overall employee wellness and engagement; strategies in support of DE&I; talent development and employee experience.
- The Audit Committee has primary oversight for the management of key enterprise risks, including its Compliance and Integrity, Cybersecurity and Privacy programs, and reviews external reporting on ESG in the Company's financial reports, as appropriate.

Supporting a fair and functioning media ecosystem

A healthy media industry requires measurement integrity—a reliable, accurate, unbiased and inclusive media measurement that measures *everybody, everywhere*.

Our response and continuous work to address concerns raised by the Media Rating Council (MRC) in the United States in 2021 has helped us crystalize our views on what's needed to support a fair and functioning media ecosystem across the world.

Measurement integrity requires embracing the latest technological capabilities, including big data, cloud computing and artificial intelligence, to build accurate and forward-looking forms of measurement. It also requires validating big data with person-level panel measurement that is fully inclusive and representative of society's shifting demographics.

The media ecosystem is becoming more fragmented, and viewers are distributing their attention across even more platforms. Nielsen believes that a single, de-duplicated, cross-media metric will dramatically simplify measurement, significantly reduce media waste for advertisers and greatly benefit both consumers and the industry in the long term.

We believe that for a thriving media ecosystem that works for all parties, the primary measurement must come from an independent and impartial organization that provides objective accounting of the audience and is audited against consistent standards. This approach creates a level playing field for all parties across both the advertising and content distribution sides of our industry.

We believe in the establishment of, and adherence to, rigorous measurement standards that reflect current audience realities and platform capabilities. Nielsen ONE is designed to be responsive to and fully supportive of the industry's cross-platform measurement needs, as well as adaptive to future iterations. For more on Nielsen ONE, please also refer to the Data privacy and security section of this report.

Board oversight of ESG issues (continued)

	Primary management Sets strategy and goals	Board Committee Reviews and advises	Board Engaged as needed
Diversity, equity and inclusion	Diversity, equity and inclusion	Compensation and talent	<p>Major long-term strategic decisions + updates elevated to full Board by Committees</p>
Human capital	People	Compensation and talent	
Environment	Corporate citizenship, procurement, real estate	Nomination and corporate governance	
Community engagement	Corporate citizenship	Nomination and corporate governance	
Data privacy and security	Legal and corporate affairs	Audit	
Governance	Legal and corporate affairs	Audit / Nomination and corporate governance	

Board diversity

The NCGC plays an important role in ensuring that the Board has the right combination of expertise and experience to serve the company effectively. In late 2021, we expanded the diversity considerations to be used when nominating directors to include “gender identity or expression and sexual orientation, and disability status,” in addition to other factors such as age, nationality and racial and ethnic background.

Executive compensation and ESG

DE&I is a key part of our ESG performance and is also a formal executive responsibility. Our executives, including our Chief Executive Officer, are evaluated on key objectives that include creating a diverse and inclusive culture, as part of their performance and compensation reviews. Additionally, we embed accountability across the company through DE&I objectives at the business/functional level, as well as via leadership involvement in, and sponsorship of, Business Resource Groups (BRGs). In 2021, we incorporated Inclusion, along with our other company values of Courage and Growth, into individual performance evaluations and broader outcomes across the company as part of living our Nielsen values. Throughout the year, we demonstrated our ongoing commitment to building a globally inclusive culture at Nielsen, which includes embracing, leveraging and incorporating DE&I into all that we do.



Enterprise risk management program

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

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

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

The COVID-19 pandemic, the rapidly changing global political landscape and increasing extreme weather-related events have amplified the importance of proactive risk management and highlighted how one crisis event can illuminate numerous risk areas. In discussing and assessing risk, it has been even more important to ensure stakeholders are aware of how different risks affect multiple functional areas. Results and considerations from our annual effort are incorporated in the Risk Factors section of our [Annual Report on 10-K](#) for the year ended December 31, 2021, and these Risk Factors may be updated as required in our Quarterly Reports on Form 10-Q.

Code of Conduct, ethics and integrity

Integrity is the foundation of Nielsen's business, because our people, our reputation, our clients and the communities where we live and work depend on it. We empower our employees to act with integrity by setting clear expectations through our Nielsen values of Inclusion, Courage and Growth and our Code of Conduct. We also provide the tools and resources that employees need in order to act ethically and to escalate concerns.

Our [Code of Conduct](#) is the foundational resource to help employees understand Nielsen's standards. The Code highlights ways employees can respond to the types of ethical dilemmas and real-life situations they may face in their day-to-day work. To support understanding of these standards, all employees and our Board, except where prohibited by local laws, are required to annually certify to the Code.

Every Nielsen employee has a responsibility to speak up when they believe they have knowledge of wrongdoing. Employees have access to our [Speak Up secure third-party portal](#) and international Helplines to report these types of concerns, anonymously if they so choose.

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

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

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

Targeted training is provided to employees as appropriate, including on topics such as anti-corruption, protecting human rights and complying with the General Data Protection Regulation. We also provide training for employees whose roles involve greater corruption risk exposure and those who can most effectively detect and prevent misconduct as a function of their day-to-day responsibilities.



Human rights

We maintain a global commitment to respect and protect human rights across our value chain, and this is embedded in both our [Nielsen Code of Conduct](#) and [Supplier Code of Conduct](#). In early 2021, we reaffirmed our pledge to protect human rights, releasing an updated version of our [Global commitment to human rights](#).

We have identified key high-risk groups that require more rigorous monitoring, including manufacturing suppliers, panelists and Nielsen employees. For employees, it is particularly important to monitor those who perform their job responsibilities in the field. Nielsen understands that electronics manufacturing poses greater risks of human rights and supply chain violations than other sectors, particularly in certain geographies. To address this risk, Nielsen requires its electronics manufacturing suppliers in high-risk countries to complete specific social compliance questionnaires addressing human rights and fair labor conditions at the production facility level.

Additionally, for all active suppliers, Nielsen uses an online, third-party platform, available to members of the Responsible Business Alliance (RBA), to assess conformance with the RBA Code Section A.1 about various types of forced labor. 2021 was the first year that we assessed over 4,000 of our active suppliers across the globe with this tool, significantly increasing our coverage of the suppliers monitored for this risk.

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

Public policy engagement

Through our Public Policy and Government Relations team, Nielsen engages with elected officials, industry associations and experts on public policy to explain our products and promote the use of measurement to create thriving markets and communities. These public policy issues include U.S. Census funding, diversity in media, media ownership, tax reform, privacy, e-commerce, digital advertising, TV audience measurement and more.

We also look for opportunities to use our platform to stand for what we understand to be the right thing for our communities, by influencing public policy on issues that help ensure every voice is heard, counted and respected. In 2021, our engagement with policymakers was focused on the following issues:

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

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

We report U.S. political contributions through the Federal Election Commission website. In the 2021-2022 cycle, the PAC contributed \$12,000 through Q1 2022.

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





Diversity, equity and inclusion



Diversity, equity and inclusion

In all that we do, we aim to embed the principles of diversity, equity and inclusion (DE&I). To truly measure everyone, across all channels and platforms, we must uncover new insights into and about diverse, often overlooked communities and the content they watch. A truly inclusive measurement of the media—on both sides of the screen—is one essential way we aim to power a better media future for all people. Our efforts also extend internally, toward building and nurturing the talents of a diverse workforce and supply chain and by providing support to diverse communities.



“Diversity, equity and inclusion are essential to everything we do at Nielsen. When we operate in a culture that is diverse, equitable and inclusive, innovation flourishes, our clients win, and employees are engaged and collaborate to bring the best that Nielsen can offer to the communities we measure.

At the end of the day, fostering diversity, equity and inclusion isn't just a good thing to do—it's crucial to the success of our business and all businesses.”

— David Kenny, CEO

Nielsen's commitment to DE&I starts at the top. In March 2021, Sandra Sims-Williams was appointed Chief Diversity Officer (CDO), taking over for CEO David Kenny, who had held the title alongside his duties as CEO since February 2019. Prior to this role, she led Nielsen's DE&I strategy as Senior Vice President of Diversity and Inclusion. As CDO, she continues to lead Nielsen's DE&I team and to accelerate our journey toward creating not just a company, but a media landscape at large that is more inclusive.

Our DE&I approach centers on four core areas that are geared toward maximizing our impact both internally and externally:

- People
- Products and thought leadership
- Business diversity
- Community engagement



2021 highlights

- Maintained diversity of our leadership team—4 of 9 Nielsen Executive Committee leaders are women and 3 out of 9 Executive Committee leaders are racially/ethnically diverse
- Launched Gracenote Inclusion Analytics, a unique analytics tool that matches a cohesive view of on-screen diversity with viewership data
- Added two new leaders, representing Native Americans and people with disabilities, to our External Advisory Council
- Started the Diverse-Owned Media Equity program, a first-of-its-kind offering to elevate the visibility of diverse-owned media companies with advertisers and agencies
- Expanded our Diverse Intelligence Series with new reports and insights on:
 - Native Americans
 - LGBTQ+ audiences
 - People with disabilities
 - Women aged 50+
- Launched two new Business Resource Groups (BRGs): Believe, an inter-faith BRG, and NATIV, a group for Native American, Tribal and Indigenous voices
- Accelerated business diversity efforts to alleviate the disproportionate impact of the COVID-19 pandemic on diverse businesses, hitting \$104 million in U.S. spend with diverse suppliers and representing 15% of our U.S. sourceable spend



2024 goals

- Achieve 46% of women represented in global leadership²
- For groups where Nielsen is under-indexed (based on market availability by skill set):
 - Achieve 5.2% representation for U.S. Black talent in leadership
 - Achieve 6.0% representation for U.S. Black mid-level talent
 - Achieve 5.9% representation for U.S. Hispanic talent in leadership
- Maintain 15% spend with diverse firms of our U.S. sourceable spend, with a stretch goal of 18%

² This goal was previously noted in our 2021 Interim Responsibility Report, with a 2023 goal year. It was adjusted to 2024 to align with our 2024 strategic roadmap and suite of 2024 ESG goals for consistency.





“We understand that creating a better media future is not just about ensuring viewers are seen and heard. We also must cultivate an inclusive presence of diverse voices in media. This is a change we want to see in the industry; and through our insights and solutions, we empower others to do so.”

— Sandra Sims-Williams, Chief Diversity Officer

Products and thought leadership

Advertisers and companies that acquire, distribute, develop and produce content look to viewership and marketing data to inform their investment decisions. As a global leader in audience measurement, data and analytics, we are well-positioned to illuminate on-air content by measuring *who*, *what* and *how* content is consumed. This is both an opportunity and a particularly important responsibility, as the entertainment industry continues to address deep-seated issues around representation and equity.

Beyond our efforts to ensure our measurement panels—which we methodically recruit to represent an accurate cross-section of the population—are diverse and inclusive, we continue to invest in products and solutions that accelerate diversity transformation in the entertainment industry.

Harnessing the power of our data through Gracenote Inclusion Analytics

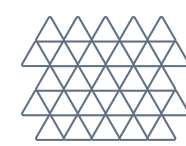
We believe that you can’t change what you can’t measure. In early 2021, we launched Gracenote Inclusion Analytics, a unique tool offering cohesive measurement of both U.S. viewership and on-screen representation by race, gender, sexual orientation and other metrics. It’s a key piece of our mission to measure everyone, and ultimately help drive meaningful progress toward truly inclusive content that is brought to the world by diverse creators.

The tool marries data from various Nielsen sources to create a complete look at diversity on screen compared with audience demographics. Crucially, we have also structured Gracenote Inclusion Analytics to understand how marginalized groups are portrayed on screen. The tool can provide context on themes associated with different identity groups in on-screen content, creating a fuller picture of not just who is represented, but how they might be perceived by viewers.

With Gracenote Inclusion Analytics, we’re helping to democratize information around representation in content, with real-world impacts. For example, using this tool, a distributor can highlight content within its catalog featuring diverse female leads for Women’s History Month; a studio can evaluate whether its content meets DE&I benchmarks; or a brand can identify and target the most inclusive content to inform its advertising investment decisions.

Gracenote Inclusion Analytics has already revealed compelling insights around representation in media. Our second [Being seen on screen: The importance of quantity and quality representation on TV](#) report, released in December 2021, leveraged the data to uncover notable disparities in representation across cable, broadcast and streaming platforms. Key insights from the report concluded that:

- Black talent was above on-screen parity in the 2020-21 TV season, yet 58% of Black audiences said there was still not enough representation.
- Hispanic/Latinx broadcast share of screen appeared close to population parity at 22%, with Spanish-language TV being a key driver.
- South and Southeast Asian on-screen representation remains far below their share of the population, while East Asians have the highest proportion of screen time among Asian Americans.
- Native American cultures continue to be inaccurately represented or are missing altogether from the most watched genres in the U.S.—including dramas, action adventure and reality.
- While LGBTQ+ representation increased slightly, from 26% to 29% in the top 300 programs, measuring intersectionality within this group and which platforms they appear on is key to measuring progress.



Harnessing the power of our data through Gracenote Inclusion Analytics (continued)

Throughout 2021, we continued to evolve and deepen our analysis, in an effort to uncover more nuanced insights. For example, recognizing that any given race and ethnicity group is not a monolith, we expanded the number of intersectional identity groups within Gracenote Inclusion Analytics to 65, including mixed race identities such as Black/Asians and specific cultural groups like Afro-Latinos. We're currently looking deeper within demographic groups to report on often overlooked subgroups, like women over 50 and Black Americans living in rural areas.

Nielsen employees across the company have played an integral role in shaping Gracenote Inclusion Analytics. For example, prior to the product launch in early 2021, we held internal coding marathons with employee volunteers to develop an intersectional content tagging system.

Our Gracenote Inclusion Analytics solution builds upon previous research, like our [Diverse Intelligence series](#) reports, which we have been publishing since 2011. The series leverages Nielsen's data on diverse audiences' unique media and consumption habits, to better inform advertisers and content producers, and to illustrate the power of these underserved markets. In 2021, our reports, [Seeing and believing: Meeting Black audience demand for representation that matters](#) and [Hope and action: The growing influence of Asian Americans](#), brought attention to the richness and complexity of the Black community and explored the rise of anti-Asian rhetoric and attacks on Asian and Pacific Islander communities.

Supporting new opportunities for diverse-owned media

In early 2022, we took a major step toward elevating the visibility of diverse-owned media in the U.S., with the launch of our Diverse-Owned Media Equity program. The first-of-its-kind initiative brings diverse-owned media companies and distributors—which have historically seen lower rates of investment from advertisers—under the umbrella of Nielsen measurement, helping to illustrate the true power of their reach into diverse communities and markets. Since November 2021, the Nielsen local TV service has included audience estimates of full-power, non-subscribing minority-owned and nonprofit TV stations. Additionally, minority-owned radio stations that qualify for exempt status are also reported in the Nielsen Audio in Summary Data Sets, regardless of subscriber status.

Nielsen has also seeded a [reimbursement program](#) with the National Minority Supplier Development Council (NMSDC) to help cover the certification fees for diverse-owned media suppliers that qualify. The fund, which will be administered by the NMSDC, aims to provide nearly 200 diverse publishers with the benefits of Minority Business Enterprise (MBE) certification, which is frequently required by large companies to qualify for diverse investment.

As part of this initiative, Nielsen also released the [Diverse-owned media: Audience reach and profiles report](#).

How the industry can help elevate diverse-owned media

Nielsen

Discover and elevate ad supported diverse-owned media, pricing/policy edits, report benchmarks, pro bono expertise (MBE certification, measurement landscape, etc.)

Publishers

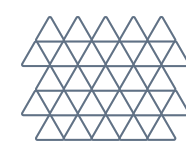
Digital certification (Digital Ad Ratings, or DAR), dialogue with Nielsen to monitor and watermark content, leverage Nielsen custom capabilities (e.g., Brand Lift Studies, Nielsen Scarborough), to show value for brands

Brands

Invest, longer-term commitments, feedback, re-evaluate effective efficiency planning, use aggregate profiles, leverage Nielsen DAR collaborative optimization

Industry groups

Educate brands and publishers on owned vs. targeted and advantages of each, study spend, distribute investment guides, advocate longer-term and upfront investment



Expanding identity options and removing exclusionary language

We continue to challenge ourselves to ensure our tools provide inclusive measurement options.

In 2021, we worked to expand respondent options for sexual orientation and gender identity through Nielsen Scarborough. This platform captures local and national consumer insights in the U.S. across over 2,000 categories, including leisure activities, shopping behavior, purchasing patterns and media consumption. As the additional response options roll out in 2022, this will be a significant step toward helping advertisers and media companies better equip themselves to meet their customers' expectations, while also uncovering new strategic possibilities. We remain focused on representation of sexual orientation and gender identity taxonomies across our products, including Gracenote, audience measurement and custom surveys.

Nielsen's engineers also joined an effort across the technology industry to strike out racist terminology in technology and engineering, such as "whitelist" and "blacklist," to replace them with neutral terminology such as "allow list" and "blocklist." These efforts were part of our renewed commitment in 2021 to fight racism with action, and remove sources of unconscious bias. In addition, as part of our new brand launch, we added an "inclusive language" section in our Nielsen voice and style guidelines to encourage employees to become more conscious of nuance and word choice in all their communications.

People

Inclusion and representation are foundational to our workforce. We believe that fostering a diverse, equitable and inclusive workforce and team culture is imperative, and so do our employees. Our people bring an unmatched level of passion and commitment to Nielsen's DE&I efforts. This includes efforts such as voluntarily coding and labeling content to support the launch of Inclusion Analytics; organizing educational webinars and panel events on diverse communities; and self-starting new Business Resource Groups (BRGs) based on opportunities to celebrate various aspects of their identities.

At the same time, Nielsen works to ensure that DE&I principles are interwoven into all aspects of our culture, from recruiting to retention and development. Since 2016, we have required diverse slates for all open positions. In the United States, we define "diverse slates" as including at least one ethnically diverse candidate and at least one female candidate. Globally, diverse slates focus on having at least two female candidates in the set for consideration.

In February 2021, Nielsen launched an internal DE&I Global Council, made up of 58 members whose role is to act as an extension of the Nielsen DE&I team. The Council is helping to adapt and integrate DE&I principles into local context; they provided input during 2021 about how to globalize Nielsen's DE&I strategy.

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

Training and development

Building a more inclusive and equitable future takes long-term commitment. We recognize that a culture driven by Inclusion, Courage and Growth requires ongoing learning and development at various levels of the organization. We offer a range of resources to our employees to build knowledge around the importance of DE&I in our culture and business, while also encouraging and developing the next generation of diverse leadership.

In 2021, we launched *Dialogues*, a training module focused on foundational DE&I principles. The course, offered through our e-learning platform in four modules and 11 languages, is open to all employees and reached almost 1,200 unique learners in 2021. It covers topics such as cultural competence, diplomacy and fostering an environment of dignity and respect. We also continue to offer internally created professional development trainings, including:

- *Breaking Through Bias* on unconscious bias, for people managers across the company
- *Inclusive Interviewing* to reduce bias in hiring processes
- *From Witness to Advocate*, on how to identify and counteract microaggressions

Fostering future leaders from underrepresented backgrounds is another key component of our DE&I strategy. Our leadership programs help us to retain, engage and accelerate the development of our diverse talent through increased visibility, expanded networks and leadership development training for leaders across different levels and locations. In 2021, we introduced several new programs, including the relaunch of the Diverse Leadership Network, an ongoing MBA-like program for high-potential, diverse team members that helps build our internal talent pipeline.



Governance



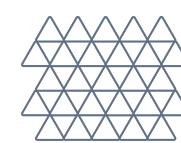
DE&I



Human capital



Environment



Data privacy & security



Communities



Appendix

Training and development (continued)

We also launched development cohorts for female and Hispanic leaders. The Leadership Circles program included around 60 participants across two cohorts at the mid-career level—one for women and the other for Hispanic employees. Run in collaboration with Landit, a DE&I-focused engagement and development platform, the program provides resources and networking opportunities, including one-on-one coaching and discussion circles.

In addition, the Him For Her program is aimed at accelerating diversity on corporate boards and investing in our senior female talent. In 2021, we had 12 women at the Senior Vice President level or above participate in this external program offering onboarding sessions, board opportunity referrals and targeted webinars.

Advancing pay equity and an inclusive culture

All of our compensation decisions take gender equity into consideration, and with each of our annual compensation planning processes, we review employee pay for gender balance and fairness. We are committed to measuring and closing any gender pay equity gaps that exist within our company, and these efforts are reviewed with the Compensation and Talent Committee of the Board of Directors. In addition, a portion of each employee's annual performance review is based on how they demonstrate key behavior in delivering results, including our Nielsen values of Inclusion, Courage and Growth.

Bringing DE&I to life through our BRGs

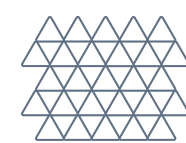
Including the addition of two new groups in 2021—Believe, our inter-faith BRG, and our Native American, Tribal and Indigenous Voices (NATIV) BRG—Nielsen offered a total of 13 BRGs during 2021. A 14th, Marhaba (meaning "hello" in Arabic), was launched in early 2022 to support and connect our community of co-workers who are of Arab descent. Our network of BRGs offers an opportunity for employees to form bonds over shared identities, to network across the company and to drive a culture of inclusivity and impact. Over 300 BRG leaders globally served more than 3,500 members in 2021, helping to build more programming and advocacy around inclusive culture. Each BRG has an Executive Committee sponsor, and two Executive Sponsors are asked to serve as ambassadors for each group, supporting the BRG leaders, individual members and associated programming at the highest level of the organization. Over 30 Nielsen executives currently serve as BRG sponsors.

Some of our BRG highlights in 2021 included:

- Offering distinct programming and events for all heritage months throughout the year, including SABLE-sponsored events during Black History Month, and programming for ALL-IN (Asian learning, leadership and innovation) during Asian American Pacific Islander Heritage Month.
- Holding the first-ever Women in Nielsen (WIN) global and virtual leadership summit in September, called WIN Rising Leaders. The event featured keynote presentations, panels, micro-mentoring and skill development workshops for over 1,000 Nielsen employees from 37 countries.
- Celebrating the 15th anniversary of Hispanic Organization of Leaders in Action (HOLA), the company's first business resource group. HOLA launched in 2006 to empower Hispanic employees interested in creating a more inclusive work environment and to make an impact on Nielsen's business.

Nielsen's Business Resource Groups





Business diversity

As a global company with significant buying power, we understand that we have a role to play in creating a level playing field for business owners from marginalized backgrounds. Given that 82% of our global supplier spend was disbursed in the U.S. in 2021, our Business Diversity efforts centered on expanding our diverse vendor pipeline and spending, and on encouraging small business growth through external collaborations.

Our commitment to business diversity has accelerated since the start of the COVID-19 pandemic, which disproportionately impacted minority-owned businesses in the U.S. In 2020, we exceeded our corporate goal of 10% of U.S. sourceable spend on diverse suppliers and subsequently set a new goal of 15% by 2022. In 2021, we met that 15% with \$104 million in spending with diverse suppliers. Our continued goal is to maintain our 15% target through 2024, with a stretch goal of 18%.

In 2021, our spending on diverse firms was focused on new and existing suppliers in the areas of technology, professional services and marketing and communications. We added nine new diverse firms to our supply chain, representing the greatest increase in new diverse firms in a single year.

We also continued our efforts to connect our employees' skills and experience with diverse-owned small businesses that are either already in our supply chain, or have the potential to become part of it. Our Next Level Suppliers program enlists Nielsen employees to volunteer their time helping diverse suppliers solve specific business challenges. In 2021, four teams of Nielsen employee volunteers supported four diverse-owned suppliers by providing pro bono consulting on strategic needs such as marketing and sales strategies.

External and industry relationships play a key role in our ability to expand our business diversity pipeline. Our Global Procurement team collects diversity and sustainability information from new suppliers during the request for proposal (RFP) process. We continue to work closely with industry groups like the National Minority Supplier Development Council (NMSDC) and Women's Business Enterprise National Council to share our procurement needs and understand the challenges facing diverse businesses.

Community engagement

Nielsen could not exist without the people and communities we interact with and measure. We work to empower diverse communities through external relationships and pro bono work. We also integrate community and stakeholder perspectives into our core business wherever possible.

Our External Advisory Council (EAC) is an important touchpoint in our efforts to better serve multicultural communities. The EAC, composed of marketers, media professionals and business and community leaders, acts as a sounding board and guiding force on our approach to measuring and representing the viewing habits of diverse communities.

With the addition of IllumiNative and RespectAbility, we have further diversified the EAC in 2021 and early 2022. IllumiNative, a Native-led nonprofit focused on shifting negative narratives around Native Nations and peoples in American society, provides invaluable perspective on this underrepresented group. RespectAbility, a diverse and disability-led nonprofit, offers its experience working to shift society's perceptions of people with disabilities.

In addition to bringing these important leaders and perspectives together through our EAC, we're keenly focused

on how our work can benefit diverse communities. For example, we had over 100 engagements with clients, client business resource groups and community organizations to share our multicultural insights in 2021. We also worked with the Alliance for Inclusive and Multicultural Marketing (an initiative of the Association of National Advertisers) and Media Framework, to provide aggregated metrics on the reach and audience profiles of diverse-owned media. The ultimate goal of this work is to increase investments in media owned by underrepresented groups who are often overlooked by advertisers and brands.

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

Leveraging data to support Native and Indigenous communities

In the U.S., Native cultures have been reduced to cultural caricatures in the world of sports in ways that few other minorities have endured. After decades of protests, considerable progress has been made to reverse these decisions as professional and college-level sports teams have dropped offensive monikers. Yet, these shifts have often been surrounded by fan outrage and controversy.

In 2021, Nielsen worked with IllumiNative to conduct a comprehensive survey around fan perceptions of team name changes, as well as other issues around Native and Indigenous representation in popular culture. Our Fan Insights Survey found that 46% of fans surveyed agreed with decisions to change culturally insensitive team names and mascots, and nearly the same percentage supported teams going further to end all appropriation from Native cultures. The same survey found that half of respondents felt Native and Indigenous communities were

underrepresented in TV and popular culture. **According to Nielsen data, Native peoples' share of screen, excluding team names and logos, stands at just 0.27% —about one-sixth of the Indigenous share of the U.S. population.** We hope that sharing these types of insights can help meaningfully inform conversations, policies and approaches to prominent social issues to root out cultural insensitivities.





Human capital

Human capital



The integrity, curiosity and creativity that our people bring to Nielsen are what makes us unique. These qualities are an essential component of our enduring success as a global leader in the media industry. Our people represent our greatest sources of pride and strength, and they remain committed to our purpose of powering a better media future for all people. This determination has been even more visible in the last few years, during a period when we had to navigate not only a company transition but also the global pandemic, by continuing to innovate, adapt and grow.

As a business, we are acutely aware of the competitive landscape for talent and the changing dynamics that have resulted from the shift toward hybrid work models. That is why cultivating our workforce is such a top priority. We are focused on promoting the health, wellness and safety of our employees while building an inclusive and engaging culture, where everyone has an equal opportunity to reach their full potential.

2021 highlights

- Launched a new Smart Work framework for our approach to remote and virtual work, as part of our philosophy of flexibility for purposeful, productive work locations
- Announced our company values of Inclusion, Courage and Growth, which guide everything we do. We also outlined the behavior and mindset embedded in our Growth Culture to power our strategic business goals and our purpose
- Began offering a new Emotional Health Support program to all employees globally, and expanded paid sick benefits to part-time employees in the U.S.
- Pivoted to a new employee listening and continuous feedback strategy with a new survey tool
- Built a new summer internship class in the United States to attract talent, with 75% of eligible interns transitioning to full-time positions
- Broadened our mentorship program to all employees, reaching 560 participants in 2021 and generating about 2,700 hours in mentoring activities
- Distributed almost \$60,000 across 28 grants in four countries through the Nielsen Global Support Fund, which allows Nielsen employees to donate to fellow employees in need and to apply for support in times of personal hardship or natural disaster



2024 goal

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





Building and growing a strong talent foundation

After the sale of Nielsen Global Connect in March 2021, we refocused and reorganized our people management approach, to reflect our new structure as a media-focused company. We centralized our Talent Strategy, Acquisition and Development functions under a new Chief Talent Officer position that was created in early 2022. The new role is designed to foster a more holistic approach to attracting, retaining and developing talent. For example, we are building an inventory of skills and capabilities needed to strengthen the company for future success, allowing us to be more intentional and strategic in our hiring and development priorities. This holistic approach is also reflected in our Talent Review discussions, conducted annually with a mid-year checkpoint to track progress. The main objective is to ensure our talent strategy is continually aligned to our business strategy and operational plan. Specifically, the focus is on succession planning for key roles, identification and development of key talent, and assessment of skills required for future success. This enables us to hone in on areas of strength as well as vulnerabilities, to prioritize our investment of time and resources. We have also instituted dashboards with real-time human capital data for managers to be able to make fact-based decisions more quickly.

In 2021, we launched a summer internship program in the U.S. to help attract a new class of talent to Nielsen. All of our interns successfully graduated from the program, and 75% of eligible interns converted to full-time positions. We also streamlined our onboarding resources for recent hires, offering online learning and function-specific toolkits to help our newest employees find their footing faster.

To ensure that we consider and hire more diverse candidates, we continue to require diverse candidate slates. In the United States, we define “diverse slates” as including at least one ethnically diverse candidate and at least one female candidate. Globally, diverse slates focus on having at least two female candidates.

We also make efforts to help new employees feel integrated into their team and Nielsen community from day one. Our 90-day onboarding program includes an orientation session that provides a virtual welcome from our CEO, an overview of the company, its strategy and our culture—including our focus on diversity, equity and inclusion (DE&I)—an introduction to growing their careers, and an overview of our corporate citizenship, among other topics. It also emphasizes the value of integrity in everything we do.

Once employees join Nielsen, we have an employee listening and continuous feedback strategy through the 2021 launch of a new tool designed to enhance our employee engagement, experience and overall culture. Our employee listening strategy is part of our effort to constantly improve the Nielsen employee experience. By proactively engaging with our people across all functions and geographies to identify both successes and shortfalls, we believe we can build a better Nielsen—together. Our new employee listening platform also enables dynamic reporting for managers and teams, with the ability to filter feedback to identify key themes and inspire responsive action-planning.

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

We also regularly deploy confidential surveys to measure progress on our employee engagement and culture goals, and to better understand the Nielsen employee experience. These include:

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

Our values guide everything we do and power our Growth Culture



Inclusion



Courage



Growth

Transformation obsessed

Laser-focused on action to transform for the streaming-led future

- Act with speed and purpose
- Bring your grit and passion
- Ruthlessly prioritize what helps us grow

Learn-it-all, not know-it-all

Curiosity and humility to learn, not proving what we know

- Reframe challenges as opportunities
- Ask for feedback; embrace it as a gift
- Find a learning moment every day

Outside-in

Deep understanding of customers, audiences and competitors

- Start with the customer or audience and work backward
- Include diverse perspectives to uncover a bigger picture
- Experiment with unconventional ideas

One company

We do it together

- Put "we" ahead of "me"
- Help everyone reach their full potential
- Show respect, care and candor

Our Growth Culture is a key enabler of our strategic business goals and our purpose to power a better media future for all people. This culture is rooted in our core values of Inclusion, Courage and Growth. In 2021, we defined the elements of our Growth Culture as: Transformation obsessed; Learn-it-all, not know-it-all; Outside-in; and One company. These four areas help guide our people to practice and adopt the behavior and mindset that we see as a critical focus for Nielsen in 2022 and beyond.

Powering our Growth Culture through training and development

Our culture is made up of our shared values—Inclusion, Courage and Growth—and the attitudes and behavior that we need to achieve our strategy together. We've defined the principles of our Growth Culture to ground this concept in everyday behaviors and attitudes to guide our employees.

One example of how we connect our people around our shared values and Growth Culture is through our ongoing, monthly "Culture Connect" events. The series is designed to give us an opportunity to share our unique perspectives, learn from each other, practice and cultivate our growth mindset, and stretch ourselves to meet the demands of a dynamic industry. Our first Culture Connect event, hosted in 2022, was attended by more than 1,300 people across more than 40 countries.

As the media industry continues to adjust rapidly to new technologies and market shifts, training and development are more important than ever. At Nielsen, we are building a "learn-it-all" culture and encouraging the key skills our employees need to be "transformation-ready"—that is, prepared to meet current and future challenges of the company head on.

Our philosophy for ongoing training and development follows the 70/20/10 model of learning, which reflects research that shows that 70% of learning happens in the flow of job-specific tasks, 20% occurs when engaging with colleagues and through manager interventions, and 10% happens in structured formal classes and coursework.

We launched several new training initiatives in 2021. For example, we began offering a Data Science Academy through Coursera's online learning platform, to help upskill our data scientists in core areas like machine learning and probability and statistics. We also launched a sales-specific e-learning training program focused on negotiation techniques and prospecting for new clients.

At a time of evolution and adaptation, especially in a competitive talent market, the role of our people leaders is even more critical. We make a concerted investment in our people leaders, including through our *Lead* cohort program to grow foundational leadership skills and tools. *Lead* was piloted with our Content Ops team in 2021, reaching 115 leaders across 12 countries, with a program net promoter score of 60. Additionally, we empower our leaders with more access to data and resources on demand, so that they have the ability to take proactive action to develop and retain their teams as needed.

As DE&I continues to be integrated more deeply into all our work, we launched *Dialogues*, a foundational learning course on DE&I concepts, in 11 languages across the company in 2021. In addition, 125 employees participated in career development programs targeted on diverse talent, including Him For Her, the Diverse Leadership Network (DLN) and Leadership Circles. DLN is an MBA-like program for mid-career talent, coupled with mentoring and real-life Nielsen case studies to help foster new skills and capabilities, raise visibility and offer networking opportunities.

Powering our Growth Culture through training and development (continued)

Another program, *GROW*, is designed for employees in our field and call-center teams who are interested in progressing in their careers, by transitioning to a role within another business function.

We also reinstated a performance management approach to our employee review process in 2021, to align with our commitment to a meritocracy. This approach, which is a shift from the one-time “on-track or off-track” framework of 2020, is geared to generating honest and growth-oriented feedback. In addition, we relaunched our “Fuel Your Growth” career development portal, to empower all employees with tools and resources to guide their career trajectory.

We’re modernizing our global ERP (Enterprise Resource Planning) tools across Finance and HR. In doing so, we are consolidating enterprise applications we use across a variety of processes, such as Manager and Employee Self Service, Payroll, Planning and Analytics, Recruitment and more. Our internal branding, myDigital Experience (mDX), provides employees a new avenue for completing tasks like updating their HR employee data or easily sourcing office supplies and equipment from one of our diverse suppliers.

The Talent Acquisition team’s new recruiting system, Lever, was launched in March 2022. The platform offers many enhancements to improve the candidate experience, increase automation and make effective, impactful hires. Lever helps our Talent Acquisition teams and hiring managers bring top talent to Nielsen with streamlined processes, real-time data and a user-friendly, contemporary user interface. It also gives employees a quick and easy way to share job posts on social media, refer applicants and apply for open roles at Nielsen.

We are also committed to a number of projects and initiatives as part of our talent retention strategy, to address important focus areas in the highly competitive talent marketplace.

Employee focus and well-being

Prioritizing the physical, social and emotional well-being of our people

Career growth opportunities

Building clear, skills-based career paths and internal mobility opportunities

Market-driven compensation/rewards

Leveraging up-to-date market data and investing in critical skills

Great culture and managers

Driving a growth mindset culture led by strong, inspiring leaders

Talent spotlights

In 2021, we focused on spotlighting the diverse perspectives and voices of our talent across Nielsen, through frequent features on external social media and internal channels.



"I get to be part of an enthusiastic and diverse team across APAC where we are all treated with respect despite our cultural differences. Everyone is eager to help—this attitude is contagious!"

- Myung
Digital Support Executive
South Korea

"As Maya Angelou said, 'I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.' And I've always felt exhilaration over our storied 98-year history as a company, but much more jazzed up about the great future of this fascinating and fun organization, and the people and products surrounding Nielsen now."

- Amy
SVP, Community Engagements



Expanding our mentorship program

We know that some of the most impactful learning can come through our peers and managers. In 2021, we broadened eligibility for our myMentor program to include all levels and part-time employees. Now, all Nielsen employees are able to benefit from a mentorship experience, and over 560 participants logged approximately 2,700 hours in the program in 2021.

The program had a net promoter score of 67 in 2021, with participants reporting that it helped to “improve my resilience,” “increase my confidence” and “gain a better understanding of Nielsen and the challenges and culture of another region in the world,” according to direct feedback.

Human capital snapshot

- Approximately 15,000 people were employed worldwide as of Dec. 31, 2021, which includes approximately 1,000 part-time employees.
- Total turnover for 2021 was 27.1%, including 18.5% voluntary and 5.2% involuntary.
- Approximately 4,000 new employee hires were made globally in 2021.
- In 2021, 12.2% of all females were promoted and 11.6% of all males were promoted.
- 100% of employees have access to comprehensive career development resources, including training and performance reviews.
- In 2021, 78% of our employees accessed our Learning Management System and Degreed platforms, completing over 73,000 learning activities.
- Our global Employee Net Promoter Score (eNPS) was 25 as of our Q4 2021 pulse survey, which falls in the “good” range, according to external benchmarks.

A focused approach to our Smart Work framework

Office workplaces connect people and inspire our Growth Culture. At the same time, flexibility is central to who we are, and we believe in the power of bringing people together, both in person and virtually, for new ideas, perspectives and innovations.

In April 2021, after over a year of pandemic restrictions and with careful consideration of the continued COVID-related concerns, Nielsen began evaluating a return-to-work plan for our employees. The new framework, called Smart Work, began in 2021 with the goal of retaining some of the flexibility associated with remote work, while maintaining productive connections to the office, field and client sites for key roles.

Smart Work plans were developed for flexible, hybrid, on-site and/or field roles across the company. We continue to plan for a future where most of our office-based employees move to a flexible Smart Work profile. Fully flexible roles have the option for full-time remote work, with on-site visits as needed. Employees can continue to use our offices for team collaboration, culture-building or client activities.

Globally, all of our offices are already partially or fully open as of Q2 2022.



Caring for our people

For our employees to perform at their best, they first need to feel their best. The ongoing pandemic created increased urgency to protect the mental and physical health of all our employees, but the health and well-being of our people has always been, and will remain, a core focus of our approach to human capital management. We measure the impact of our efforts through the periodic employee pulse surveys. In Q4 2021, 90% of Nielsen employees reported that they feel treated with respect at work, a 4% increase from Q2 2021.

At Nielsen, we work to meet the changing needs of a diverse and global workforce through traditional benefits and other welfare programs. For example, our “Whole You” platform offers online resources covering physical health, as well as emotional, financial, social and environmental well-being. In early 2021, we also began offering paid sick and safe leave for part-time employees in the U.S.

We offer a range of on-demand resources and tools to manage emotional health, from online therapy appointments to crisis helplines and stress-relief apps. For the second year in a row, we offered a companywide “Mental Health Day Away” to rest and recharge in May 2021, prioritizing our employees’ well-being. In October 2021, we introduced a new mental benefit for U.S. employees through a partnership with Spring Health, a mental health services platform. In addition, the Emotional Health Support program, similar to a traditional employee assistance program, offers eight free therapy sessions each to every employee and their spouse and dependents, as well as other online resources. In January 2022, we expanded this program, including six free therapy sessions, to 39 additional countries throughout Europe, the Middle East and Asia, reaching all countries where we have Nielsen employees.



2021 Gold Level recognition in the American Heart Association’s Workplace Health Achievement Index in recognition of our workplace health programs



2022 recognition by the Business Group on Health’s Best Employers for Excellence in Health and Well-Being, Excellence in Mental Health, Excellence in Health Equity, and Excellence in Global Health & Well-Being, marking Nielsen’s 7th year of recognition by Best Employers



Named one of the 2021 Top 100 U.S. Companies Supporting Healthy Communities and Families by JUST Capital, recognizing companies that treat their workers with respect, give them what they need to take care of their families, and be good neighbors



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



“Our culture is shaped by our long-standing values, sits at the center of our business and drives us all to set new standards and achieve more together. Driven by courage and opportunity, our teams work every day to create a diverse, inclusive and collaborative environment where we can grow and transform, both as individuals and as a company.”

— Laurie Lovett, Chief People Officer



Environment

Environment



Communities and ecosystems around the world are facing existential threats posed by climate change—from more severe weather events to historic droughts, wildfires and biodiversity loss, among other impacts. As a responsible company, Nielsen cannot separate itself from this escalating crisis. The present and future health of our business and people is tied to that of the communities and markets where we live and operate.

Climate change and our environmental impact are key ESG areas for us. As a professional services company, our environmental footprint may be lower than more resource-intensive industries, but we know that climate change will continue to affect every region and most industries, with a knock-on impact on our clients' needs and on audience needs and behavior. We recognize that we have a role to play in addressing the climate crisis, and remain committed to our efforts to create more environmentally sustainable outcomes for all our stakeholders.

2021 highlights

- More than 6,400 employees across 17 countries organized, participated and led Earth Week events to advocate for environmental justice.
- We began providing only recycled or Forestry Stewardship Council (FSC)-certified paper product options in our online catalog for U.S. office supplies purchasing.
- We engaged with our fleet suppliers globally to evaluate opportunities to bring in lower-emission cars into our portfolio by converting to electric or hybrid vehicles as leases are renewed.
- We engaged 90% of our major travel suppliers on their ESG practices and formally assessed 70%, covering all three major categories of Nielsen's travel spend (air travel, auto travel and hotels/accommodations).
- In early 2022, we completed a full supply-chain assessment of greenhouse gas emissions of our new company footprint, making progress toward long-term emissions reductions goals.
- In early 2022, we completed our second global climate risk assessment, evaluating the physical and transition climate-change-related risks that may impact Nielsen's business strategy and operations.



2024 goals

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





Our strategic approach

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

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

Managing our environmental impacts

Our environmental management strategy focuses on the impact areas most relevant for our operations: waste, business travel and energy. We also recognize that water stewardship and sustainable forestry—while not as significant for Nielsen’s direct operations at present—are societal issues that affect our employees, suppliers and other stakeholders around the world, and we remain mindful of their footprint.

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

After the company’s sale of Nielsen Global Connect, we worked on streamlining our operations and processes as

a media-focused Nielsen. This has allowed us to gain an updated understanding of our environmental footprint and create a new baseline upon which we can set new goals. In 2021, we established clearer ownership and controls for the environmental data collection processes from the varied data sources and teams across the company. These efficiencies have enabled faster and more complete data collection, while furthering our work to consider long-term, science-based emissions reductions goals.

Responsibility for sustainable decisions and actions sits with each team and individual. Integrating environmentally friendly options across Nielsen functions is part of our climate change mitigation efforts. More details on our overall approach to environmental management can be found in the [Nielsen environmental policy and guidelines](#), which was updated and streamlined in 2022. Our environmental data collection and reporting methodology, time-based data updates and assurance statements can be found in the [Appendix](#) of this report.

Waste management

Among our various waste streams, some of our environmental impact occurs in the creation of electronic waste (e-waste) and the consumption of paper. Along with common sources of e-waste from our internal operations—such as computers, phones and data servers—we also produce and distribute metering equipment to measure TV and audio consumption among our panelists. Over the years, we have focused on ensuring that virtually none of our e-waste goes to landfill, and we have set a 2024 goal to ensure that all our e-waste from global field operations is recycled, reused or refurbished. We are also committed to expanding our opportunities for responsible end-of-life management of electronic devices and equipment, to reduce emissions from this source.

In June 2021, our U.S. procurement team finalized a change in paper supply options to include only recycled or FSC-certified products. This shift applies to all paper purchased by U.S. employees through official purchasing channels, helping to support sustainable forestry practices and responsible sourcing.

From rebrand to recycle and reuse

Nielsen’s rebranding in October 2021 made obsolete items that carried the previous Nielsen logos and colors. Since pandemic-related office closures made centralized management of these items difficult, we sought creative ways to minimize waste by engaging and enabling our people to act responsibly. We ran awareness drives, providing ideas on how to recycle and upcycle items, and provided opportunities for donations to local nonprofits to help vulnerable populations. For items in our warehouse, we also offered employees the chance to buy “vintage” Nielsen merchandise at deep discounts.

Energy management

Our data centers and our offices are among the greatest contributors to our energy consumption footprint. To manage the environmental impacts of this consumption, we have focused on designing energy-efficient office spaces, identifying opportunities with our electronic equipment and mitigating energy use at our data centers through technology and infrastructure optimization.

Our data centers

As the amount of data generated and processed across industries continues to surge, the environmental impacts of physical data centers have also increased. Nielsen works to limit our data center footprint through continued server optimization, virtualization, storage refresh, and data and server room consolidations. Between 2020 and 2021, these efforts have reduced energy consumption across our pre-split data center portfolio by 70%. In 2021, as we established our new media-only data center footprint, we set a goal to reduce our on-premises application server footprint to 10% of our overall servers by 2024.

While our 2021 data center efficiency efforts primarily focused on supporting and managing the business split, an overall on-premises (on-prem) hardware reduction initiative was undertaken by continuing our migration to the cloud. Our Infrastructure team has worked to increase overall operational efficiencies that match Nielsen’s needs, using several methods. These include rebuilding the on-prem hardware environment to increase density of our overall host count, rightsizing virtual machines and our storage footprint and optimizing utilization across our server farms.

Two local examples of where we were able to reduce our on-prem footprint include:

- In the Lebanon, Ohio, office (U.S.): 55% reduction to the server count, from 4,000 to approximately 1,800 by the end of the year
- In the Sentrum office (U.K.): 60% reduction to the server count, from 1,200 to approximately 400 by the end of the year, reducing the average power needed to operate the on-prem infrastructure by approximately 50%

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

Our electronic devices

Nielsen’s Global Procurement team has engaged with our preferred suppliers for electronic devices to understand the footprint of our certified energy-efficient copiers, laptops, desktops, workstations and monitors, to name a few. From this data foundation, we set a goal to increase or maintain the percentage of energy-efficient electronic devices used in our office operations, consistent with our Environmentally Preferable Purchasing Policy. We met or exceeded this goal in 2021 and follow EPA Energy Star and EPEAT certifications to classify energy efficient equipment. For example:

- Copier fleet
 - 2021 target: 90% EPEAT Certified/90% Energy Star Certified
 - 2021 result: Achieved—97% EPEAT or Energy Star Certified

- Electronic devices—desktops/workstations
 - 2021 target: Maintain 98% EPEAT Certified/Maintain 100% Energy Star
 - 2021 result: Exceeded—100% EPEAT Certified/100% Energy Star Certified

In addition, our continued innovation in technology, such as the new Wearable Portable People Meter, our mobile measurement metering device, can bring energy efficiencies into Nielsen offerings. These devices will use less power and increase usability.

Our facilities

Nielsen’s Real Estate team has continued to focus its efforts on reestablishing our new global portfolio as a media company following the sale of Nielsen Global Connect, including investigating energy consumption reduction and cost-reduction opportunities. In addition to ongoing structural investments in opportunities such as LED lights, Nielsen has continued to follow a strategy throughout 2021 of achieving energy and cost efficiencies through portfolio changes, including office closures, consolidations and downsizing to smaller spaces.

For example, between 2020 and 2021, we:

- Realized a net energy savings of approximately 727,700 kWh through leased site closures
- Continued to transition to LED lights in our offices, parking lots and other facilities, leading to ongoing energy efficiencies. Our Santa Fe, Mexico, location is an example of this initiative, with an annual reduction of over 21,400 kWh of electricity usage



Our fleet

Our field employees use Nielsen's global fleet to recruit and maintain relationships with our research panelists. Throughout 2021, our Procurement and Field leads engaged with our fleet suppliers globally to evaluate opportunities to bring lower-emission cars into our portfolio, by converting to electric or hybrid vehicles as leases are renewed.

Keeping guidelines around field personnel safety in mind and considering the challenges of infrastructure availability in some regions, our leads continue this due diligence, acting on opportunities where feasible and contracting accordingly.

With the U.S. and Europe making up 88% of our global fleet footprint, we are starting our work in these regions. By the end of 2022, 19% of Nielsen's U.S. technician fleet and 18% of our European technician fleet will be converted to electric or hybrid vehicles. We will continue to actively engage our fleet suppliers to increase these efficiencies going forward.

Greening our meetings

As Nielsen has gradually undertaken return-to-the-office initiatives, we have also sought to be mindful of how we utilize our shared spaces. To foster eco-friendly behavior in a world of hybrid work, our Corporate Citizenship team worked with our Content and Experiences team to update our "Green Meetings Guidelines." These guidelines provide organizers with a range of criteria to consider, from transportation logistics to on-site greener options and local food sourcing, when planning for more sustainable meetings and events.

Business travel impacts

While travel restrictions from COVID-19 have significantly reduced our business travel footprint in the last two years, we remain committed to responsibly managing our travel impacts; as a professional services company, we consider this a key long-term area of focus. In 2021, we set a 2024 goal to reduce our business travel spend by 25% from our 2019 pre-COVID baseline, and to implement a travel policy that will maintain these reduced emissions.

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

- Include sustainability criteria in 100% of our major, centrally managed, global travel requests for proposals (RFPs).
 - *Status:* There were no travel RFPs in 2021, due to the continued COVID-related travel restrictions. Our Master RFP template includes sustainability language as a standard operating procedure, and it will continue to be used when RFPs are reissued.
- Engage 100% of our procurement-managed 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:* In 2021, we engaged 90% of our major travel suppliers on their ESG practices, and formally assessed 70%, covering all three major categories of Nielsen's travel spend (air travel, auto travel and hotels/accommodations).

Understanding and managing climate risks

In 2018, Nielsen conducted our first climate risk assessment, to identify and review climate change risks faced by the company. [This assessment](#) highlighted potential climate risks, such as exposure of physical infrastructure to rising seas, intensifying storms and carbon pricing in some locations, as well as opportunities like driving awareness of the climate crisis across industries and helping clients meet evolving consumer needs.

To further this understanding, in early 2022, we completed an updated assessment of climate-related physical and transition risks to reflect our new global footprint. This helped us better understand our current relationship with a variety of climate-related risks to our facilities and our business. The results of these analyses, which were conducted with an external consulting agency, will help inform our climate-related risk management strategy. This will guide our work to proactively identify and implement risk mitigation opportunities that can build a more resilient business future.

Our current transition risk assessment—which looked at the business implications associated with the organization's transition to a lower-carbon economy—considered issues including current and emerging regulation, such as carbon pricing mechanisms; shifts toward lower-emissions technology; market changes, including changing consumer behavior; and reputational risks from increasing stakeholder expectations. The assessment considered three climate scenarios under the Shared Socioeconomic Pathways (SSP) framework, with varying levels of collective global action and temperature rise. It also reviewed risk impacts over the short, medium and long term and assigned estimated financial impacts to Nielsen for relevant risks.



Understanding and managing climate risks

(continued)

The physical risk assessment evaluated our exposure to climate impacts from acute and chronic events such as drought, hurricanes or sea level rise, on our assets including data centers, offices and field operations around the globe. Like the transition risk assessment, this analysis covered three common climate scenarios across multiple timeframes, and provided a scored risk rubric, along with opportunities for risk mitigation.

Climate change is recognized as a stand-alone risk in our formal Enterprise Risk Management (ERM) process, and is reviewed by Nielsen's senior management. Findings from our climate risk assessment continue to guide our evaluation, dialogue and strategy related to climate change risks during the ERM process.

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

Our Corporate Citizenship team continues to work with teams across the company to ensure relevant climate change risks mitigation plans and opportunities are integrated into our operational strategy. The Nomination and Corporate Governance Committee of the Board of Directors oversees the Company's overall ESG matters, except to the extent reserved for the full Board or another committee. For more on our approach to governance and risk management, please see the [Governance section of this report](#).

Activating climate change awareness through pro bono data

Beyond mitigating our operational environmental impacts and risks, we also recognize opportunities to leverage our data for good as part of our climate change work. One way we seek to make a positive contribution is through data donations and skills-based volunteering for nonprofit organizations actively engaged in climate work.

Since 2019, we have donated Nielsen data to the Potential Energy Coalition, a new, nonpartisan nonprofit that aims to dramatically increase public support for climate action using the data-driven marketing techniques that are employed by the world's most effective marketers. Potential Energy has served and measured over one billion ads and deployed more than 100,000 in-field surveys, with the aim of increasing awareness and action around climate change. Nielsen has provided pro bono data and access to insights, including Local TV Ratings, Radio Ratings and Nielsen Scarborough, which captures local and national consumer insights across over 2,000 categories.

Nielsen's data has helped fuel Potential Energy Coalition's mission, by enabling the organization to identify audiences that might be receptive to new messaging around climate change.

The group's analytics show that smart, targeted campaigns can move the needle on perceptions and understanding of climate change. After identifying moderate mothers in suburban areas as a high-potential demographic for greater climate awareness, the group launched the Science Moms campaign. The campaign utilized a network of apolitical women and climate scientists and touched a variety of social and traditional media channels, to connect with around 5.4 million people across ten large markets.

Employee engagement and environmental action

Our employees are critical drivers of change within the company, along with the communities where they live and work. Our Green Business Resource Group (BRG) acts as an internal focal point for employee leadership, engagement and advocacy for environmental action throughout the year. The group, which is led by the Corporate Citizenship team and

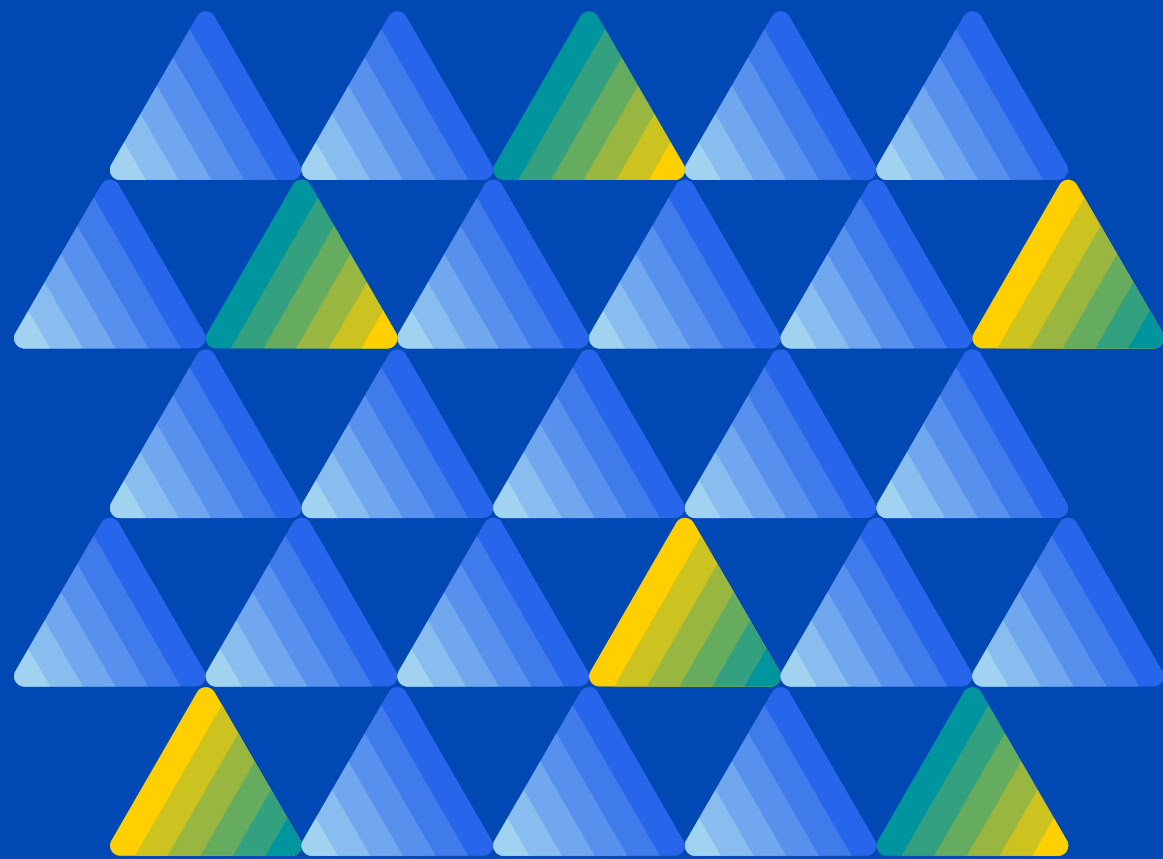
was integrated into Nielsen's [BRG structure with the DE&I team](#) in late 2020, takes an intersectional lens to the issue of climate change, with a focus on climate justice for under-represented communities and others disproportionately affected by climate change.

In April 2021, we celebrated [Earth Week](#), our signature annual event around climate action, for the eighth consecutive year. Because of the ongoing COVID-19 pandemic, Earth Week events were again held virtually. That did not stop over 6,400 people across 17 countries from taking one or more green actions throughout the week. Through online volunteering and awareness-building activities, Earth Week 2021 focused on environmental justice and the intersection of social and environmental advocacy. For example, we worked with a nonprofit to organize three global webinars focusing on climate justice, environmental justice and energy justice. We also shared resources like documentaries and books on environmental racism and inequities, inspired ideas on ways to be green at home and encouraged employees to volunteer with organizations that are working to achieve a more just and sustainable world.

Beyond Earth Week, Nielsen employees continued their green activism at the grassroots level. As an example, the employees from the Netherlands office took up the Eevie challenge for six months, to track and reduce their personal carbon footprints. Our Green leaders at Florida's Global Technology and Innovation Center (GTIC) continued to keep on-site gardens growing throughout 2021, even when the office remained closed. The U.S. BRG leaders hosted a webinar as an educational opportunity about the role of government actions and policies in environmental justice work.



Data privacy and security



Data privacy and security

Data is core to Nielsen's work to enable audience insights and analytics that help to shape the future of media. As a result, maintaining data privacy, security and integrity is a top priority and a key ESG issue for our company, especially given the sensitive or proprietary information that we handle. Now, more than ever, consumers and clients want to know how companies like ours handle data collection and protection. We take this responsibility seriously, and we work to honor the trust consumers and clients have placed in us.

2021 highlights

- Facilitated training and education events through our Privacy Awareness and Cybersecurity Awareness programs
- Over 1,600 employees participated in Privacy Awareness Month activities in January 2021, including awareness training and a panel discussion event
- Updated our Global Cybersecurity Policy, including the newly independent publication of the Acceptable Use Policy, in April 2021
- Over 2,600 employees participated in Cybersecurity Awareness Month activities in October 2021, which included awareness training, live sessions and a company-wide Phishing Tournament
- Achieved 80% attestation from employees, contractors and consultants to the Acceptable Use Policy
- Updated our Global Privacy Policy in January 2022



2024 goals

- 100% of eligible employees are held accountable for completing required privacy training
- Continue to track internally and grow Nielsen's National Institute of Standards and Technology (NIST) Cybersecurity Framework Maturity score



Privacy

Our data privacy efforts are rooted in internationally recognized protection practices and comply with applicable laws and regulations around the world. Among other key principles, we also incorporate the concept of Privacy by Design—a commitment to include appropriate privacy protections in the design and implementation of our products and services.

We believe in responsible stewardship of data and continually work to improve our practices and meet the highest industry standards. In January 2022, we updated our Global Privacy Policy to reflect updates to common principles and privacy laws and more clearly communicate employee responsibilities.

Data collection and management

Nielsen collects demographic and aggregated data from panelists, survey respondents, website browsers, mobile and other devices measured by our digital and mobile products, and other sources. We rely primarily on demographic and aggregated data from which we cannot directly identify people, and we offer accessible privacy controls to allow for greater consumer choice around data collection.

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

- We abide by the concept of data minimization, to limit the collection of personal consumer data wherever possible, while still maintaining our ability to deliver meaningful insights.
- In cases where direct identifiers are used, we limit both internal and external access to such information.

- When identifying elements of data have been removed, we have processes in place to prevent data from being re-associated with identifying features.
- We restrict access to, and use of, personal data to Nielsen employees and service providers with a legitimate business requirement.

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

For more information on the types of data we collect and how we manage consumer data, please see our [Privacy Statement](#), available in 20 languages.

Cybersecurity

Nielsen's Cybersecurity team works to protect Nielsen's data, systems and networks around the globe through leading-edge security technologies and industry best practices. Our Cybersecurity program aligns with the National Institute of Standards and Technology (NIST) Cybersecurity Framework, a voluntary set of risk management guidelines and principles.

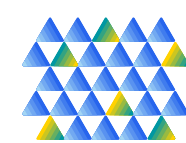
We implement multilayered organizational, technical and administrative measures designed to protect personal data under our control and align with a range of legal requirements. The Cybersecurity team also continually reviews our practices and makes necessary adjustments to ensure we operate under current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

Privacy and cybersecurity management at Nielsen

Our Chief Privacy Officer oversees the company's global privacy compliance program and manages the Nielsen Privacy Team, which sits within Nielsen Legal and Corporate Affairs. Nielsen also has an EU Data Protection Officer who oversees Nielsen's compliance with the General Data Protection Regulation (GDPR).

Our Cybersecurity team of qualified data security professionals reports to the Chief Information Security Officer (CISO), who reports, in turn, to our Chief Legal Officer. Our cybersecurity policies are subject to oversight from our Corporate Policy Governance Council, are reviewed annually under the Governance team and require annual approval from the CISO. We provide publication of our policies and translation in multiple languages and issue emergency policies as required.

The Audit Committee of Nielsen's Board of Directors has primary oversight for the management of key enterprise risks, including its Compliance and Integrity, Cybersecurity and Privacy programs. The Audit Committee is briefed on data security and privacy at each regularly convened meeting and receives ad hoc updates as needed.



Ongoing employee training

Our employees play a key role in our data privacy and security performance. All new employees are required to take cybersecurity and privacy training as part of the onboarding process. In addition, all employees, contractors and consultants granted access to Nielsen's systems must complete the annual Acceptable Use Policy attestation. Those who have access to databases with sensitive information must undergo additional, job-specific training.

We hold our employees accountable to maintain safe data handling practices and offer ongoing education and training. Through our e-learning platform, we provide resources on privacy topics such as personal data definitions, records management, survey best practices and social media privacy concerns. Every year, we also run month-long privacy and cybersecurity awareness-building events. Privacy Awareness Month, held in January, spotlights habits and practices to ensure Nielsen and employee personal data is protected, while Cybersecurity Awareness Month in October offers resources and tools to protect against phishing and hacking attempts.

Nielsen ONE progresses toward the new future of media

The global media industry continues to become more fragmented each year, as the proliferation of streaming services and devices continues to change the way people consume and engage with content. This trend has left content creators and publishers, as well as marketers, without a reliable way to standardize, deduplicate and measure performance across linear, digital and streaming.

Nielsen ONE, expected to launch in December 2022, is our solution to close this gap. By providing a cross-platform measurement tool across linear programming, streaming, connected TV (CTV) and digital, it will enable users on both the buy and sell sides of the media industry to use a single metric that is trusted, independent and standardized.

Data privacy and security remain a foundational component of Nielsen ONE, and the platform builds on key advances in data handling, like our ID Resolution System, launched in late 2020. The ID Resolution System replaced third-party cookies with people-based data sets calibrated to our panels. In 2021, we also unveiled a [new approach](#) to eliminating our reliance on digital identifiers and measuring authenticated and unauthenticated web traffic to produce more accurate results for our clients. Both of these adjustments enable us to produce deduplicated dynamic measurements across the media spectrum.

In late 2021, we took a meaningful step toward our new future of media measurement with the launch of Nielsen ONE Alpha. The initiative is specific to ad campaigns, offering the first cross-platform measurement system of its kind that offers both comparability and audience deduplication across all screens (linear TV, CTV, computer and mobile). The deduplicated ad measurement metrics account for age and gender information. Nielsen ONE Alpha participants are representative of both [buy and sell-side clients](#).



Communities



Communities

The data that Nielsen collects, and the analytical skills of our employees across more than 55 countries, are powerful. They not only drive insights for clients and the industries we serve and help power a better media future for all, but also have the potential to create positive social impact across our communities. We strive to leverage our unique assets—our powerful data capabilities and the passion of our employees—to energize and uplift the work of nonprofits, academic institutions and community groups around the world.

2021 highlights

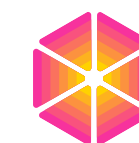
- Employees across 43 countries logged 14,500 total volunteer hours.
- 20% of Nielsen's employees participated in community-oriented programs.
- An estimated \$23.6 million in kind was donated through pro bono projects and skills-based volunteering.
- The Nielsen Foundation, a separate private foundation, provided more than \$1.97 million in grants to 49 nonprofit organizations.



2024 goals

- Increase employee participation in community-oriented programs to 30%
- Continue to contribute at least \$30 million in total in-kind value for pro bono data donations, public reports, and other support for organizations and topics that are powering a better media future for all people





Community strategy and approach

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

Nielsen's Corporate Citizenship team oversees, manages and supports our global volunteering program, working with more than 60 leaders from around the world of the Cares and Green Business Resource Groups, who drive programs regionally and locally. Our Corporate Citizenship community work is focused on three priority areas of social and environmental need that are strategically important to our business and present an opportunity for us to add meaningful value through our core competencies of our data, analysis and our people's talent:

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

Powering academic research and diversity in data-driven careers

We believe we have an important role to play in furthering academic research that helps to power a better media future for all people. We also work with educational and industry organizations to inspire students with the power of data and support the next generation of diverse data professionals.

We continue our relationship, established in 2009, with the Kilts Center for Marketing at the University of Chicago Booth School of Business. As part of this relationship, academic researchers around the world can access Nielsen's Ad Intel data for application in a wide variety of disciplines, including economics, marketing, and social sciences. As of December 2021, almost 500 active users across almost 90 institutions have used Ad Intel data for their research projects.

In January 2022, Nielsen began a partnership with the Wharton Customer Analytics (WCA) program as a corporate sponsor, in line with our efforts to help prepare the next generation of data-driven decision-makers. The WCA, an academic research center focused on the development and application of business analytics methods, will leverage Nielsen data to develop a practicum research project on diversity, equity and inclusion in late 2022.

In 2021, Nielsen also continued to support the American Advertising Foundation's (AAF) National Student Advertising Competition, to provide statistical data for use in a college-level competition that provides students with real-world client experience.

Finally, we also continued our sponsorship and pro bono support of AI4ALL. This nonprofit trains talent from historically excluded groups to become ethical leaders in the artificial intelligence (AI) industry, through education and mentorship, to ensure that AI can benefit all. In 2021,

Nielsen employees and interns hosted a workshop for AI4ALL students to learn about securing internships and pursuing careers in data professions.

Nielsen Global Impact Day

After a pause in 2020 due to the COVID-19 pandemic, Nielsen employees came together again in 2021 to continue our Nielsen Global Impact Day (NGID) tradition, donating their time and talents to their local communities. For the ninth NGID, organized by our Cares Business Resource Group leaders and volunteer champions around the world, more than 3,000 employees across 40 countries participated in over 360 events or individual actions, collectively logging more than 9,700 hours of volunteer time.

While the ongoing COVID-19 pandemic presented logistical challenges, Nielsen volunteers organized and adapted to deliver a collaborative day of community impact. Dozens of virtual volunteering events were held around the world for actions like designing educational posters for children and vulnerable adults in India, recording children's books for under-resourced students in the United States, learning about environmental conservation, and more.

Nielsen also partnered with Common Impact, a nationally recognized nonprofit that connects corporate employees to nonprofit organizations with proven models to tackle the greatest challenges communities face, to host a virtual skills-based pitch competition. Over 50 employees participated, using their skills and expertise to help provide solutions to challenges faced by five nonprofits working to advance representation in media and technology, including the Asian American Journalists Association, the Think Tank for Inclusion & Equity, INCLUDEnyc, Inevitable Foundation and the Geena Davis Institute on Gender in Media.

Over 3,000 employees across 40 countries participated in Nielsen Global Impact Day, logging more than 9,700 hours of volunteer time in 2021.

Advancing representation and inclusion through our core business

Beyond direct volunteering and philanthropy, Nielsen employees also engage with nonprofits through our core products and services. These engagements help us to strengthen our value proposition and advance representation in media and technology, in turn supporting our corporate purpose of powering a better media future for all people.

For example, our Gracenote Inclusion Analytics team has actively sought out connections with diverse nonprofit groups in the U.S. to elevate their work and ensure that media measurement reflects the highest standards of representation and equity. In 2021, the Gracenote Inclusion Analytics team expanded its work with community partners, including IllumiNative, a Native-led organization working to dispel negative and stereotypical representations of Native peoples in the media. As part of this relationship, we released an in-depth [study on fan perceptions](#) of culturally insensitive sport mascots, bolstering IllumiNative's ongoing campaign on the issue. The Gracenote Inclusion Analytics team also works closely with partners like RespectAbility, GLAAD and the Geena Davis Institute on Gender in Media to inform data collection practices around marginalized groups on screen.

To read more about our Inclusion Analytics and our work on DE&I, please refer to the [DE&I section](#) of this report.

Using data to better understand media's influence on society and culture

The media landscape and consumption patterns are changing rapidly, including in ways that reveal divisions in societies and democracies. To better understand these changes, Nielsen's data on audience measurement and behavior is helping academic researchers, advocates and storytellers better understand the media landscape and how it impacts human behavior. In 2017, Nielsen began working with Harmony Labs, a nonprofit media research studio that builds communities and tools to reform and transform media. The relationship began with Project Ratio, a research initiative aimed at improving the news information ecosystem through the study of the "news information funnel," as news moves through the cycle of production, distribution, discovery, consumption and absorption.

Project Ratio, along with Nielsen's data contributions to the project, have since migrated to the Penn Media Accountability Project (PennMAP), a multidisciplinary initiative of the University of Pennsylvania's Computational Social Science Lab. PennMAP takes a data-driven approach to understand troubling aspects of the media landscape and has covered a variety of pressing topics, including the cycles of "fake news," the consumption of radical content on YouTube and partisanship in news consumption.

The Nielsen-Harmony Labs relationship continues today with the [Narrative Observatory](#), a purpose-built, multi-disciplinary, cross-institutional infrastructure for understanding audiences relative to their place in culture; identifying, measuring, and tracking media narratives over long time scales; and optimizing media effects by surfacing audience-specific story opportunities and threats. Since its launch in 2020, the Narrative Observatory has used Nielsen's audience panel data to help more than a dozen civil society organizations sharpen their cultural and narrative strategies around critical social issues including immigration reform and racial justice.



United Nations Sustainable Development Goals

We recognize the importance of the United Nations Sustainable Development Goals (SDGs) to encourage the creation of a more equitable world. While we consider each of the 17 SDGs to be important, we are mindful of the unique role that individual sectors and companies can play to advance them. We align our ESG efforts with key SDGs in areas where we can make a relevant and meaningful contribution. These are:

- **SDG 4:** Quality education
- **SDG 5:** Gender equality
- **SDG 8:** Decent work and economic growth
- **SDG 10:** Reduced inequalities
- **SDG 13:** Climate action

Examples of our work in 2021 and early 2022 that align with our priority SDGs include the following:

- **SDG 4 Quality education:** The Nielsen Foundation continued to fund the Discover Data program, which empowers students to understand real-world uses of data and potential careers in the field.
- **SDG 5 Gender equality:** David Kenny renewed the LEAD Network CEO Pledge to increase the number of women in leadership at Nielsen to 46% by 2024, in line with our company's DE&I goals.
- **SDG 8 Decent work and economic growth:** We met our spending goal with diverse businesses and continued to leverage our team's talents to support small and diverse-owned businesses in their needs. See the DE&I section of this report for more.

- **SDG 10 Reduced inequalities:** Nielsen launched the Diverse-Owned Media Equity program, an innovative program to boost the profile of diverse media outlets. In addition, through a three-year grant to the Local Initiatives Support Corporation (LISC), the Nielsen Foundation has provided \$450,000 to date in grants and support to nearly 270 Black-owned small businesses that have limited access to traditional business financing in historically disinvested neighborhoods in four U.S. cities.
- **SDG 13 Climate action:** We continue to work to reduce the environmental impact of our operations and our supply chain, while also leveraging our pro bono data to support nonprofits working to motivate public action on the climate crisis.





The [Nielsen Foundation](#), a private foundation established and funded by Nielsen in 2015, works to build a more equitable world where everyone counts. The Nielsen Foundation’s mission is to support organizations that give voice and opportunities to historically underrepresented groups and communities, with all grantmaking firmly grounded in a commitment to advance diversity, equity and inclusion. In 2021, the Nielsen Foundation refocused and refined its grantmaking priority areas to advance:

- Educational access and persistence
- Economic mobility and well-being
- Representation in media and technology

The Nielsen Foundation provided more than \$1.97 million in grants in 2021 to 49 nonprofit organizations across these priority areas. Looking ahead, the foundation plans to sustain its grantmaking with \$6 million in total grants from 2022 through 2024.

**Nielsen Foundation 2021 grant total:
\$1.97 million**

Encouraging educational access and persistence

In 2021, the Nielsen Foundation began a new three-year partnership with Teach for America, committing \$375,000 to help the nonprofit recruit the next generation of equity-oriented educators from diverse backgrounds to serve in low-income public schools across the United States.

The Nielsen Foundation also continued its Discover Data signature initiative, in partnership with Discovery Education and the National AfterSchool Association. [Discover Data](#) aims to empower the next generation of data-driven problem solvers by providing students and educators with relatable, real-world resources around data science and its applications. To date, Discover Data has reached approximately 600,000 students.

Promoting economic mobility and well-being

In 2021, the Nielsen Foundation made a three-year, \$250,000 commitment to Year Up, a nonprofit providing job training for young adults—the majority of whom identify as Black, Latino or Latina, or other people of color—seeking living-wage careers. The funds will be used to develop and expand Year Up pilot programs to reach more young adults in a way that is cost-effective, replicable and scalable.

For the fifth year running, the Foundation again sponsored the TechDiversity Accelerator at Tampa Bay Wave, a three-month mentoring, training and network program for underrepresented entrepreneurs. Over the last four years, cohort companies have raised an average of \$5.1 million each in funding to grow their businesses.

The Nielsen Foundation also continued the Data for Good grants program, which is designed to support projects that use data in innovative ways and help bridge divides to catalyze long-term change. Recognizing the serious systemic inequities and racial disparities in today’s philanthropic funding environment, the Nielsen Foundation focused the 2021 program on smaller, diverse-led organizations to help build their capacity and support their work to use data to inform decision-making, improve their programs and expand their support and impact. In 2021, the Nielsen Foundation committed \$250,000 in grants to five diverse-led organizations

working to advance economic mobility: Aurora-St. Anthony Neighborhood Development Corporation, Inclusive Action for the City, Native American Community Development Institute, RespectAbility and the Young, Black & Giving Back Institute.

Advancing representation in media and technology

In 2021, the Nielsen Foundation continued to support the important work of nonprofit partners advancing representation in media and technology. For example, for the fifth year in a row, the Foundation supported the Geena Davis Institute on Gender in Media (GDIGM) to advance its work to use data and research to uncover insights about on-screen representation. With support from the Nielsen Foundation, GDIGM has developed media measurement tools and amassed a significant body of research on gender prevalence and diverse representation in entertainment.

The Nielsen Foundation also continued funding for the Ad Council, a nonprofit dedicated to public service campaigns that inspire action. Foundation funding helped to support dozens of research-based campaigns on important social issues ranging from vaccine education to diversity and inclusion efforts. The Nielsen Foundation also provided grants to support the growth of diverse future leaders in the media industry through the International Radio and Television Society (IRTS) Foundation, the National Association of Broadcasters Leadership Foundation and the Advertising Research Foundation’s WIDE initiative.

Appendix

Performance data table

Governance

Board of Directors	2020	2021	2022 (after Annual Meeting)
Female	4 of 13	5 of 10	5 of 10
Racially/ethnically diverse	4 of 13	2 of 10	2 of 10
Mean tenure	4.8	4	5.3
Independent	11 of 13	9 of 10	9 of 10
Political contributions ¹	2019-2020 cycle	2021-2022 cycle ¹	
The Nielsen Company (U.S.), LLC Federal Political Action Committee (Nielsen PAC)	\$13,000	\$12,000	
Lobbying expenses ²	2019 ³	2020 ⁴	2021 ⁵
Lobbying, interest representation or similar	\$380,000	\$440,000	\$400,000
Trade associations	\$172,500	\$172,500	\$166,500

¹ Data through Q1 2022. For more information, visit the [Federal Election Commission website](#).

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

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

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

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

Human capital⁶

Head count by type	2020	2021
Total workforce	14,639	14,830
Full-time head count	13,465	13,783
Part-time head count	1,174	1,047
Temporary workers	243	219
Total by region		
Americas	7,887	7,389
Americas %	53.9%	49.8%
Asia Pacific, Middle East and Africa	4,207	4,541
Asia Pacific, Middle East and Africa %	28.7%	30.6%
Europe	2,545	2,900
Europe %	17.4%	19.6%

⁶ Workforce data is reported for 2020 (Nielsen only) and 2021 for comparability. Historic data that includes data prior to the sale of Nielsen Global Connect can be found in our 2021 Interim Responsibility Report and previous Global Responsibility Reports. 2021 data reflects Nielsen's workforce as of December 31, 2021, with data pulled as of February 17, 2022.

Human capital

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

Human capital

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

Human capital

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

Human capital

Exits and turnover rate by gender	2020	2021
Female %	20.2%	30.9%
Male %	22.0%	24.2%
Absolute turnover rate ⁷	21.0%	26.4%
Voluntary turnover rate	14.9%	18.5%
Involuntary turnover rate	6.1%	5.2%

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

⁷ Absolute turnover rate includes voluntary and involuntary exits during the time period divided by average headcount during the time period.

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 head count.

Supply chain

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

Supply chain ESG	2018	2019	2020	2021
Completed sustainability scorecards of Tier 1 suppliers	101	103 ⁸	106	108
% critical supplier base	—	67%	67%	54%
% managed spend	—	90%	90%	87%

⁸ Includes 100% of high-risk suppliers.

Social/communities

	2019	2020	2021
Community investment			
Corporate contributions (including pro bono and in-kind value, as well as corporate cash contributions)	\$25,421,145	\$26,581,095	\$26,141,898
Employee volunteering			
Overall hours logged	132,000 ⁹	5,150 ¹⁰	14,500
Nielsen Foundation			
Grants in \$	\$1,710,300	\$2,179,240	\$1,971,456
Grants in # of organizations	56	64	49

⁹ Data includes employee hours logged by employees of Nielsen Global Connect, prior to its sale in 2021.

¹⁰ Nielsen was unable to hold its annual day of service, Nielsen Global Impact Day, in 2020, due to the COVID-19 pandemic. These hours reflect what employees logged in our optional volunteer tracking software, but do not reflect the full scope of volunteering across Nielsen employees.

Environment

Scope 1 GHG emissions¹¹

	2021
Absolute emissions (metric tons CO ₂ e)	13,637.09
Intensity (metric tons CO ₂ e/sq. ft.)	0.006

Scope 1 GHG emissions by gas (tonnes) ¹¹	2021
Carbon dioxide (CO ₂)	11,333,640.58
Methane (CH ₄)	268,269.10
Nitrous oxide (N ₂ O)	102,347.27

- Nielsen's 2021 data represents only Nielsen (Media) data from January 1, 2021 - December 31, 2021
- Historical performance tables:
 - All represent data from before the sale of Nielsen Global Connect in March 2021.
 - With a methodology change in Nielsen's environmental data calculations, starting in 2019, all data reported represents 100% of Nielsen's global facility portfolio.
 - In 2020, COVID-19-related global Nielsen office closures and travel restrictions reduced the greenhouse gas (GHG) emissions and utility consumption in our facilities. This is reflected in any data decreases in our numbers reported.
- 2021 performance tables
 - Facility-based data represents 100% of Nielsen's global footprint in 2021 = 2,205,183 sq. ft.
 - All environmental data, except Scope 3 emissions, have been verified by an external third party, Apex Companies, LLC (formerly known as Bureau Veritas North America (BVNA)). The limited assurance letters are included in the [Environmental data—Methodology and verification](#) section of this Appendix.
 - We collect and report GHG emissions data according to the [Greenhouse Gas Protocol Corporate Accounting and Reporting Standard](#). Please see the [Environmental data Methodology and verification](#) in this Appendix for full details.

¹¹ Nielsen Scope 1 emission numbers include fleet data for the first time. This is the leased company fleet used by field employees who recruit and maintain relationships with our research panelists. This change (and the sale of Nielsen Global Connect) will explain the data swings or trend breaks between all historical data (reporting 2020 data and before) and the 2021 Scope 1 emissions data in this 2022 ESG report.

Scope 2 GHG emissions

Location-based	2021
Absolute emissions (metric tons CO ₂ e)	19,697.88
Intensity (metric tons CO ₂ e/sq. ft.)	0.009
Market-based	
Absolute emissions (metric tons CO ₂ e)	20,442.73
Intensity (metric tons CO ₂ e/sq. ft.)	0.009

Scope 2 GHG emissions by gas

Location-based (tonnes)	2021
Carbon dioxide (CO ₂)	19,635.83
Methane (CH ₄)	5.72
Nitrous oxide (N ₂ O)	29.33
Market-based (tonnes)	
Carbon dioxide (CO ₂)	20,442.73
Methane (CH ₄)	2.68
Nitrous oxide (N ₂ O)	17.70

Scope 1 + Scope 2 emissions intensity

Location-based	2021
Scope 1 + Scope 2 (metric tons CO ₂ e/sq. ft.)	0.015
Market-based	
Scope 1 + Scope 2 (metric tons CO ₂ e/sq. ft.)	0.015

Scope 3 GHG emissions¹²

Category	Emissions (tCO ₂ e)	Contribution %	Evaluation status ¹³
1. Purchased goods and services	62,824	60%	Relevant, calculated
2. Capital goods	14,119	14%	Relevant, calculated
3. Fuel and energy related activities	7,668	7%	Relevant, calculated
4. Upstream transportation and distribution	4,486	4%	Relevant, calculated
5. Waste generated in operations	349	0%	Not relevant, calculated
6. Business travel	1,136	1%	Relevant, calculated
7. Employee commuting	700	1%	Not relevant, calculated
8. Upstream leased assets	12,641	12%	Relevant, calculated
9. Downstream transportation and distribution		0%	Not relevant, not calculated

¹²Nielsen's 2021 Scope 3 comes from a complete 2021 supply chain assessment done by Nielsen in engagement with a third-party expert. The team evaluated the relevance of each of the 15 categories for Nielsen, and calculated the final 2021 Scope 3 emissions.

¹³The evaluation status threshold is set at 1% of Scope 3 emissions.

Scope 3 GHG emissions

Category	Emissions (tCO ₂ e)	Contribution %	Evaluation status ¹³
10. Processing of sold products		0%	Not relevant, not calculated
11. Use of sold products		0%	Not relevant, not calculated
12. End-of-life treatment of sold products		0%	Not relevant, not calculated
13. Downstream leased assets		0%	Not relevant, not calculated
14. Franchises		0%	Not relevant, not calculated
15. Investment		0%	Not relevant, not calculated
Total	103,924		

Energy use

Electricity consumption	2021
Absolute consumption (kWh)	48,795,847.91
Intensity (kWh/sq. ft.)	22.128
Fuel consumption (MWh)	
Diesel	627.55
Natural gas	12,720.53

Waste generation¹⁴

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

Paper management

Sheets purchased	2021
North America	2,952,500
Latin America	35,000
Europe, Middle East, Africa	250,324
Asia Pacific ¹⁵	923,501

Water consumption

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

¹⁴Our 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.

¹⁵China and India included in APAC for 2021 paper purchase data (compared to historical data).

Historical environmental data

Environmental data is not directly comparable to 2021 data because of the sale of Nielsen Global Connect in 2021, so this historical data is reported as a separate section. See [Environmental data-Methodology and verification](#) section for details.

Scope 1 GHG emissions

Scope 1 emissions	2017 ¹⁶	2018 ¹⁷	2019 ¹⁸	2020 ¹⁹
Absolute emissions (metric tons CO ₂ e)	709.52	861.38	6,781.80	6,058.74
Intensity (metric tons CO ₂ e/sq. ft.)	0.0005	0.0007	0.0013	0.0012

Scope 1 emissions by gas (tonnes)	2017	2018	2019	2020
Carbon dioxide (CO ₂)	—	—	6,766.00	6,053.03
Methane (CH ₄)	—	—	0.12	0.11
Nitrous oxide (N ₂ O)	—	—	0.01	0.01

¹⁶ Area represented by data in 2017: 1,471,979 sq. ft. (26% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

¹⁷ Area represented by data in 2018: 1,201,174 sq. ft. (19% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

¹⁸ Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.). 2019 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio.

¹⁹ Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft.). 2020 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio.

Scope 2 GHG emissions

Location-based	2017 ²⁰	2018 ²¹	2019 ²²	2020 ²³
Absolute (metric tons CO ₂ e)	29,099.90	24,301.62	49,840.00	37,627.95
Intensity (metric tons CO ₂ e/sq. ft.)	0.010	0.008	0.010	0.007
Market-based	2017 ²⁰	2018 ²¹	2019 ²²	2020 ²³
Absolute (metric tons CO ₂ e)	29,965.77	25,662.55	51,963.00	39,302.58
Intensity (metric tons CO ₂ e/sq. ft.)	0.010	0.009	0.010	0.008

Scope 2 emissions by gas

Location-based (tonnes)	2017	2018	2019	2020
Carbon dioxide (CO ₂)	—	—	49,607.70	35,450
Methane (CH ₄)	—	—	2.43	0.68
Nitrous oxide (N ₂ O)	—	—	0.63	0.29
Market-based (tonnes)	2017	2018	2019	2020
Carbon dioxide (CO ₂)	—	—	—	39,232
Methane (CH ₄)	—	—	—	0.41
Nitrous oxide (N ₂ O)	—	—	—	0.21

²⁰Area represented by data in 2017: 3,020,328 sq. ft. (53% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

²¹Area represented by data in 2018: 3,003,265 sq. ft. (49% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

²²Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.). 2019 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio. A previous version of this report listed 2019 Absolute Scope 2 GHG emissions as 48,840.00, and it has been corrected to 49,840.00, aligned with our previous reporting.

²³Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft. in 2020). 2020 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio.

Scope 1 + 2 emissions intensity²⁴

Location-based	2017	2018	2019	2020
Scope 1 + Scope 2 (metric tons CO ₂ e/sq. ft.)	0.0080	0.0041	0.0108	0.0085
Market-based				
Scope 1 + Scope 2 (metric tons CO ₂ e/sq. ft.)	0.0082	0.0043	0.0112	0.0088

Scope 3 GHG Emissions

Category	2017	2018	2019	2020
Waste (Category 5 GHG protocol scope 3 standard)	—	—	1,152.44	671.74
Business travel (Category 6 GHG protocol scope 3 standard)	—	—	18,415.98	4,563.97
Employee commuting (Category 7 GHG protocol scope 3 standard)	—	—	54,022.00	12,091.00
Total (metric tons CO ₂ e)	—	—	73,590.42	17,326.71

²⁴Intensity reported has been normalized to metric tons CO₂e per square foot for North America, Latin America and Europe in 2017; all Nielsen regions in 2018; all Nielsen regions, including CO₂e estimates in 2019 and 2020.

Energy use

Electricity consumption	2017 ²⁵	2018 ²⁶	2019 ²⁷	2020 ²⁸
Absolute (kWh)	63,611,467.87	60,027,815.03	105,755,155.00	85,358,281.00
Intensity (kWh/sq. ft.)	21.06	19.99	20.24	16.62
Fuel consumption (MWh)				
Diesel ²⁹		483.53	432.36	53.35
Natural gas ³⁰		4,077.81	36,139.49	33,371.94

Waste management

	2017 ³¹	2018 ³²	2019 ³³	2020 ³⁴
Absolute (short tons)	782.94	612.65	3,226.09	1,880.44
Intensity (short tons/sq. ft.)	0.0032	0.0044	0.0006	0.0004

²⁵Area represented by data in 2017: 3,020,328 sq. ft. (53% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

²⁶Area represented by data in 2018: 3,003,265 sq. ft. (49% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

²⁷Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.); 2019 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio.

²⁸Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft. in 2020). 2020 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio.

²⁹For self-generation of electricity for generators.

³⁰For self-generation of heat for our offices.

³¹Area represented by data in 2017: 242,527 sq. ft. (4% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

³²Area represented by data in 2018: 139,707sq. ft. (2% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

³³Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.); 2019 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio.

³⁴Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft. in 2020). 2020 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio.

Paper management

Sheets purchased	2017	2018	2019	2020
North America	6,483,500	4,729,000	31,173,500	842,000
Latin America	6,559,570	4,989,172	3,309,000	1,111,208
India	1,688,500	1,599,500	1,564,000	396,500
Europe, Middle East, Africa	30,046,723	13,189,995	12,540,650	4,456,427
Asia Pacific ³⁵	33,296,150	9,515,713	5,491,500	3,504,500
Greater China	—	2,220,338	4,568,500	2,070,000

Water consumption

	2017 ³⁶	2018 ³⁷	2019 ³⁸	2020 ³⁹
Absolute (cubic meters)	130,685.17	154,197.03	667,623.66	292,115.60
Intensity (cubic meters/sq. ft.)	0.07	0.10	0.13	0.06

³⁵Japan and Korea included in APAC for 2020 paper purchase data.

³⁶Area represented by data in 2017: 1,766,073 sq. ft. (31% of total Nielsen sq. ft.). 2017 data represents North America, Latin America and Europe.

³⁷Area represented by data in 2018: 1,531,346 sq. ft. (25% of total Nielsen sq. ft.). 2018 data represents all Nielsen regions.

³⁸Area represented by data in 2019: 5,224,928 (100% of total Nielsen sq. ft.). 2019 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio.

³⁹Area represented by data in 2020: 5,134,972 (100% of total Nielsen sq. ft. in 2020). 2020 data represents all Nielsen regions, including estimates for 100% representation of the global portfolio.

2022 SASB Standards Index

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

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

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

Topic	Code	Accounting metric	Response
Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks <i>(continued)</i>	<p>The controls within the Acceptable Use Policy are tiered, to ensure that appropriate protection is provided for every level of information classification. Nielsen’s information classifications are: public, proprietary, confidential and confidential-restricted.</p> <p>Governance for these policies includes:</p> <ul style="list-style-type: none"> • Oversight from the Corporate Policy Governance Council • Review directed by Cybersecurity Governance • Approval from the Chief Information Security Officer • Publication and translation into multiple languages • Emergency 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 impact while considering additional or alternative mitigating controls, before approval is considered.</p> <p>Risk management: The Cybersecurity team focuses on identifying cybersecurity risks throughout business streams, educating business owners about risks and providing consultation on requirements for alternative mitigations. Control attestations are completed to determine how implementation has occurred across specific services, products or business processes. The Cybersecurity team maintains a constant feedback loop with our Chief Legal & Corporate Affairs Officer and other members of our senior leadership team on our cybersecurity risk. We also undertake additional risk management procedures in the following special circumstances:</p> <ul style="list-style-type: none"> • <i>Contracts:</i> In coordination with Legal, the Cybersecurity team regularly reviews and provides recommended information security language for client and third-party contracts, to include specific security-control requirements where applicable, specialized reporting and response procedures in the event of an incident, self-certification procedures and audit rights definitions. • <i>New product development:</i> The Cybersecurity team employs engineers and security architects who work side by side with infrastructure, networking and application development teams, to embed security in the design of new products that are either purchased or built in-house. This coordinated approach allows teams to identify risks more easily, based on the capabilities, features and use cases of the new products brought into our secure environment. • <i>Acquisitions and divestitures:</i> The Cybersecurity team engages with acquisitions and divestitures to ensure that security is established or maintained throughout these transactions. The acquisition and divestiture processes include due diligence measures, integration requirements and other processes that ensure compliance with the Nielsen Cybersecurity Policy and Standards. Joint ventures whose technology is hosted by Nielsen fall under our cybersecurity program and practices.

Topic	Code	Accounting metric	Response
Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks <i>(continued)</i>	<p>Assessments of third parties that collect, process or store Nielsen confidential or confidential-restricted information: The Cybersecurity team performs in-depth cybersecurity assessments on third-party security controls and their security technologies before allowing any data-sharing to occur. Vendors are tiered according to the classification of information they are collecting, processing or storing, and reassessments are conducted on a recurring basis.</p> <p>Insurance: Nielsen procures insurance for cybersecurity incidents, with limits applicable to the anticipated risk.</p>
	SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	We take seriously our commitment to keeping all personal and confidential data private. We follow an approach of Privacy by Design to ensure that our privacy principles—which align with globally accepted fair information practices—are embedded in the design of our products and services during the development stage. Our Global Privacy Policy addresses Nielsen’s collection, use, disclosure and retention of data about unique individuals. The policy is generally applied to all Nielsen services, processes and technologies—whether client-facing or internal—that utilize personal data, including during the development or assessment of new processes or technology, as well as by all Nielsen affiliates, subsidiaries, employees and contractors.
	SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers’ confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Nielsen had no reportable data breaches in 2021.

Topic	Code	Accounting metric	Response																														
Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	<table border="1"> <thead> <tr> <th>Diversity metric</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Full-time head count by gender</td> <td>Male – 7,974 (59.2%) Female – 5,475 (40.7%) Unknown – 16 (0.1%)</td> <td>Male – 7,963 (57.8%) Female – 5,820 (42.2%)</td> </tr> <tr> <td>% diversity in U.S. headcount</td> <td>Diverse - 2,919 (43.0%) White - 3,864 (57.0%)</td> <td>Diverse – 2,669 (43.1%) White – 3,522 (56.9%)</td> </tr> <tr> <td>Racial/ethnic representation at executive (C-suite) level</td> <td>40.0%</td> <td>33.0%</td> </tr> <tr> <td>Racial/ethnic representation at management level</td> <td>24.7%</td> <td>26.4%</td> </tr> <tr> <td>% women in total head count</td> <td>42.7%</td> <td>43.8%</td> </tr> <tr> <td>% women in executive (C-suite) head count</td> <td>50.0%</td> <td>50.0%</td> </tr> <tr> <td>% women in top management head count (maximum 2 levels from CEO)</td> <td>53.6%</td> <td>51.0%</td> </tr> <tr> <td>% women in management head count</td> <td>37.9%</td> <td>41.5%</td> </tr> <tr> <td>Number of female named executive officers</td> <td>2 – Chief Financial Officer, Chief People Officer</td> <td>2 – Chief Financial Officer, Chief People Officer</td> </tr> </tbody> </table>	Diversity metric	2020	2021	Full-time head count by gender	Male – 7,974 (59.2%) Female – 5,475 (40.7%) Unknown – 16 (0.1%)	Male – 7,963 (57.8%) Female – 5,820 (42.2%)	% diversity in U.S. headcount	Diverse - 2,919 (43.0%) White - 3,864 (57.0%)	Diverse – 2,669 (43.1%) White – 3,522 (56.9%)	Racial/ethnic representation at executive (C-suite) level	40.0%	33.0%	Racial/ethnic representation at management level	24.7%	26.4%	% women in total head count	42.7%	43.8%	% women in executive (C-suite) head count	50.0%	50.0%	% women in top management head count (maximum 2 levels from CEO)	53.6%	51.0%	% women in management head count	37.9%	41.5%	Number of female named executive officers	2 – Chief Financial Officer, Chief People Officer	2 – Chief Financial Officer, Chief People Officer
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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. 2021 data is year-end data for Dec. 31, 2021, pulled as of Feb. 17, 2022.

Topic	Code	Accounting metric	Response												
Workforce Diversity & Engagement	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	<table border="1"> <thead> <tr> <th>Turnover metric</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Absolute turnover rate</td> <td>21.0%</td> <td>26.4%</td> </tr> <tr> <td>Voluntary turnover rate</td> <td>14.9%</td> <td>18.5%</td> </tr> <tr> <td>Involuntary turnover rate</td> <td>6.1%</td> <td>5.2%</td> </tr> </tbody> </table>	Turnover metric	2020	2021	Absolute turnover rate	21.0%	26.4%	Voluntary turnover rate	14.9%	18.5%	Involuntary turnover rate	6.1%	5.2%
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			Voluntary turnover rate	14.9%	18.5%										
Involuntary turnover rate	6.1%	5.2%													

Percentages may not sum to 100 due to rounding. Absolute turnover rate includes voluntary and involuntary exits during the time period divided by average headcount during the time period. 2021 data is year-end data for Dec. 31, 2021, pulled as of Feb. 17, 2022.

SV-PS-330a.3

Employee engagement as a percentage

Employee engagement—the emotional and psychological connection our employees feel to their workplace and the work we do—is central to both individual and business success. We are committed to strengthening employee engagement through our Growth Culture and our values (Inclusion, Courage and Growth), which are at the core of who we are at Nielsen. Employee engagement is a key strategic priority because of disruptive industry changes that require us to transform and because of the critical role our people play in fulfilling our mission to power the future of media.

We engage employees through:

- Regular employee/manager one-on-ones;
- A learning experience platform, myLearning, powered by Degreed
- Business Resource Groups (BRGs)
- Transition programs to support our people as they onboard to Nielsen, as well as evolve and grow in their careers with us; examples include our internships, conversion from intern to full-time, new managers and executive onboarding programs
- Corporate Citizenship calls to action like Nielsen Global Impact Day and Earth Day
- Regular town hall meetings that encourage dialogue between leaders and employees
- Ongoing pulse surveys for global and local leaders to hear from our employees and plan specific actions based on their feedback
- Slack channels, which enable employees to connect on a variety of topics, including career growth, learning and development, diversity, equity and inclusion (DE&I) and business strategy, as well as to pose questions directly to our CEO and senior management

We continue to prioritize our employee engagement and support efforts that help employees address their unique challenges, including COVID-19 impacts. This includes providing additional virtual resources, support for remote workers and enhanced mental health support.

Topic	Code	Accounting metric	Response
Workforce Diversity & Engagement	SV-PS-330a.3	Employee engagement as a percentage <i>(continued)</i>	<p>Once employees are at Nielsen, we have an “always on” employee listening and continuous feedback strategy with a new tool we launched in 2021, designed to enhance our employee engagement, experience and overall culture. Our employee listening strategy is part of our effort to constantly improve the Nielsen employee experience. By proactively engaging with our people across all functions and geographies to identify both successes and shortfalls, we believe we can build a better Nielsen—together. Our new employee listening platform also enables dynamic reporting for managers and teams, with the ability to filter feedback to identify key themes and inspire responsive action-planning.</p> <p>We also regularly deploy confidential surveys to measure progress on our employee engagement and culture goals, and to better understand the Nielsen employee experience. These include:</p> <ul style="list-style-type: none"> • Periodic pulse surveys of all employees • Census surveys of all employees • Surveys of our new joiners to understand their experience at key milestones during their onboarding • Exit surveys to understand the views of our departing employees <p>Our pulse and Census surveys, which are available in multiple languages, include questions that tie to measurable performance outcomes proven to demonstrate effective employee engagement, including a focus on our Employee Net Promoter Score (eNPS). We share detailed survey results with senior leaders and managers, and overall performance with all employees in our company newsletter, global town halls and manager-led team discussions. Managers are expected to develop team-specific action plans based on their survey results, focusing on areas important to their teams where they can make meaningful progress.</p> <p>We achieved a global eNPS of 25 as of our Q4 2021 pulse survey, which falls in the “good” range according to external benchmarks. We’ve set a target to track and increase our eNPS from “good” to “great,” according to external benchmarks, by 2024.</p>
Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity	<p>Our global Compliance & Integrity program is dedicated to ensuring legal and ethical behavior across Nielsen—from the C-suite through to the most junior employees all over the world. While upholding our high ethical standards is the responsibility of all our employees, functional responsibility for managing our Compliance & Integrity efforts sits with our Global Head of Compliance & Integrity 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 employees, prohibiting corruption, bribery, facilitation payments, fraud, discrimination, antitrust/anti-competitive practices, money laundering, insider trading and more. It also requires associates to avoid and disclose conflicts of interest. The Code also sets forth expectations and guidelines for positive behavior, including treating everyone with respect, valuing diversity, protecting human rights and speaking up to report Code violations without fear of retaliation. We initiated an update to Nielsen’s Code of Conduct in 2022, published in May 2022; it is available in more than 10 languages. In all jurisdictions where it is legally permissible, employees are required to complete Code of</p>

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

Task Force on Climate-related Financial Disclosures Index

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

Nielsen's 2022 ESG Report includes additional detail about our approach to addressing our environmental impact. This TCFD index provides an additional level of disclosure for stakeholders interested specifically in the TCFD's recommended disclosure areas. Nielsen has been included among the TCFD's Supporters since the publication of our last Global Responsibility Report in June 2020, which also aligned with the TCFD's recommendations.

Governance

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

At the Board level, Nielsen's Nomination and Corporate Governance Committee (NCGC) oversees the company's overall environmental, social and governance (ESG) matters, including overall ESG strategy, except to the extent reserved for the full Board or another Committee.

As part of its ESG oversight role, the NCGC's charter includes:

- Review management of the company's strategy, initiatives, risks and opportunities with respect to significant ESG matters, in coordination with the Board and other Board committees, as appropriate, and provide updates and make recommendations on such matters to the full Board, as needed.
- In this context, the Committee:
 - Will periodically review and receive updates on the company's ESG management and disclosures, including the company's progress and performance;
 - Will periodically review and receive updates from management on the Company's global community and social responsibility policies, programs and activities;
 - Will periodically review ESG emerging trends, best practices and regulatory developments.

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

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

Results and considerations from our annual effort are incorporated in the Risk Factors section of our Annual Report on 10-K for the year ended December 31, 2021, and these Risk Factors may be updated as required in our Quarterly Reports on Form 10-Q.

Strategy

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

Climate risk assessment

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

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

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

Varying degrees of average global temperature rise were looked at:

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

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

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

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

Strategy

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

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

Examples of physical risk mitigation measures and opportunities identified include:

Extreme heat, increasing average temperature and drought:

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

Tropical cyclones/hurricanes, sea level rise and flooding:

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

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

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

The majority of risks studied under the transition risk assessment were found to have a “low” or “negligible” financial impact on Nielsen. However, reputational risks related to climate impacts were found to have a “medium” or “high” impact in the 2030s to 2050 timeframe.

Examples of transition risk mitigation measures and opportunities identified include:

- Decarbonization strategies, including but not limited to use of renewable fuels, efficiencies in technology such as workstations and laptops, a greener fleet, remote workforce and cloud-based services

Strategy

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

- Potential to incorporate the cost of carbon in the return-on-investment for energy efficiency
- Continued responsible sourcing and vetting of vendors
- Thought leadership, using data to help clients understand consumer perspectives on climate change/sustainability related content and advertising
- Investigate setting targets and/or commitments to net zero

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

Just as Nielsen has put more focus on environmental, social and governance issues in recent years, so have our clients. More companies seek to make their operations—and their products and services—increasingly sustainable and responsible. We conduct and publish research for our clients about perceptions, issues and concerns relating to ESG topics, particularly diversity, equity and inclusion (DE&I), as we work to power a better media future for all people. We also share key insights with the broader public about consumer trends and new innovations in the industries we support via [Nielsen Insights](#).

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

The findings from our updated 2022 climate risk assessment will be considered across our business, including Corporate Citizenship, Real Estate, Business Resiliency, Global Procurement and Infrastructure. At the time of this report's publication, we are in the process of reviewing and integrating the results of this risk assessment across relevant functions of the organization. We understand that the assessment will inform any necessary changes in strategy, approach and implementation of responsive policies and actions.

Following our last climate risk assessment in 2018, we focused on improvements and mitigation actions across Nielsen areas, and continue to consider how to adjust our approach as we move forward. Some ways we have incorporated our last risk assessment findings include:

- Using the findings to continue guiding the risk discussion in our Enterprise Risk Management (ERM) process. Climate Change is a stand-alone risk category in our ERM process, so it is a fundamental part of the business-level risk assessments conducted by our global operational leads.
- Incorporating the heat map from the physical risk findings into our real estate-related plans, to inform our understanding of relevant risks associated with our current facilities and potential risks with new or updated real estate considerations.
- Identifying synergies with Nielsen's business resiliency plans, focusing on risk mitigation across locations, where needed.
- Continuing to understand the carbon risk-adjusted pricing through these risk assessments, to incorporate consideration of present and potential future climate-related risks in return on investment.
- Keeping the efforts going for a responsible footprint, reducing our global emissions, investigating green technology and other solutions, including a corporate supply chain assessment to evaluate the relevance and impact for Nielsen of each of the 15 emissions categories within Scope 3. (Scope 3 data can be found in the Performance Data Tables of this ESG Report.) The results of our updated supply chain assessment, completed early 2022, will be considered for future updates to our energy, waste and travel-related approach, as well as our consideration of science-based emissions targets.

Strategy

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

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

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

Adaptation to climate change

We recognize that our people, suppliers, facilities and product lines are all in some way impacted by climate change, requiring us to adapt and mitigate impacts. Climate change adaptation efforts, along with other business resilience efforts, are considered a part of our Business Resiliency Program, which includes business continuity, disaster recovery and crisis management processes. Our Business Resiliency team works with mission-critical platforms to ensure that whenever any kind of incident occurs—including weather, civil unrest and climate-related incidents—our platforms continue to function, or are able to recover as quickly as possible. The Business 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 analysis 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. The team also ensures that the plans that support our mission-critical platforms/products are updated, approved and validated on an annual basis. In addition, this team works with other teams across the organization, including People, Communications, Corporate Citizenship and others, to ensure we are all coordinated in our ongoing preparation and incident response plans. To that end, our Crisis Management team is on point when a disaster does occur, to ensure that the right teams are taking action as needed.

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

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

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

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

- Organisation for Economic Co-operation and Development (OECD) countries and non-OECD countries had different carbon pricing.

Strategy

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

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

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

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

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

Risk Management

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

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

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

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

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

Risk Management

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

In early 2022, 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. We are working to integrate the results of this assessment across relevant functions of our business, as discussed above. This built upon our last climate risk assessment in [2018](#).

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

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

For more information on how we assess climate-related risks, risks identified and management approaches, please see:

[2021 10-K, pp. 22, 25](#)

[2022 Proxy, pp. 18-19, 21-23](#)

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

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

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

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

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

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

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

Risk Management

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

The Board is responsible for overseeing Nielsen's risk and enterprise risk management practices and seeks to foster a risk-aware culture, while encouraging appropriate and balanced risk-taking in pursuit of company objectives. The Board exercises its oversight both directly and through its four committees, each of which has been delegated oversight responsibilities for specific risks. Each committee keeps the Board informed of its oversight efforts through regular reporting to the full Board by the committee chairpersons.

Management is accountable for day-to-day risk management efforts. The Board and committees' risk oversight and management's ownership of risk are foundational components of our ERM program. This program is designed to provide comprehensive, integrated oversight and management of risk and to facilitate transparent identification and reporting of key business issues to senior management and the Board and its committees.

ESG matters, including overall ESG strategy, are overseen at the Board level by the Nomination and Corporate Governance Committee (NCGC), except to the extent reserved for the full Board or another Committee.

For reporting on additional climate-related risks, please see:

[2021 10-K, pp. 22, 25](#)

[2022 Proxy pp. 18-19, 21, 22-23](#)

Metrics and Targets

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

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

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

See the Environmental data section of this report for our Scope 1, Scope 2 and Scope 3 GHG emissions data. The methodology for this data and the external verification statements can be found in the Methodology and verification section of the Appendix. All our GHG emissions and resource usage data reported here, with the exception of our updated 15 category supply chain Scope 3 assessment by a third party, have been verified by Apex Companies, LLC.

The greenhouse gas (GHG) emissions data collection and measurement methodology is reported in the Methodology and verification section of the Appendix.

Metrics and Targets

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

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

- **Energy:** By 2024, Nielsen has committed to reduce our on-premises application server footprint to 10%.
- **Travel:** By 2024, Nielsen has committed to reduce our business travel spend by 25% from our 2019 pre-COVID baseline, and implement a travel policy that will maintain the reduced travel emissions.
- **Waste:** Through 2024, Nielsen has committed to ensure that all of our electronic waste managed through the global field operations team is recycled, refurbished or reused.

We also continue tracking our ongoing travel targets:

- **Travel:** Include sustainability criteria in 100% of our major, centrally managed, global travel requests for proposals (RFPs).
Status: There were no travel RFPs in 2021, due to the continued COVID-related travel restrictions. The sustainability language is included in our Master RFP template as a standard operating procedure, and it will continue to be used when RFPs are reissued.
- **Travel:** Engage 100% of our procurement-managed travel suppliers on overall sustainability practices. Also, formally assess 80% of our major, centrally managed travel suppliers on ESG practices through our third-party sustainability scorecard process.
Status: In 2021, we engaged 90% of our major travel suppliers, and formally assessed 70%, on their ESG practices, covering all three major categories of Nielsen’s travel spend (air travel, auto travel and hotels/accommodations).

2022 GRI Content Index

This report was developed to align with the GRI Standards including the recently updated GRI 2 General Disclosures (2021) and GRI 3 Material Topics (2021). We are also reporting disclosures from GRI topical standards that are relevant for our business. The following index provides readers with references showing where they can find information in this report and other public documents that address these GRI disclosures, as well as the titles of the related GRI Standards. Please visit the [GRI website](#) for the full text of the disclosures and other information on the GRI reporting framework.

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	2021 10-K, p.3
	2-2 Entities included in the organization's sustainability reporting	2021 10-K, Exhibit 21.1
	2-3 Reporting period, frequency and contact point	Introduction > About this report
	2-4 Restatements of information	Turnover rates are calculated through the number of exits during the time period divided by average headcount during the same time period, rather than the head count at the end of the time period, as noted in footnotes of the 2021 Interim Responsibility Update.
	2-5 External assurance	Our Apex Companies, LLC verification statement for greenhouse gas (GHG) emissions data for Scope 1 and Scope 2 (market-based and location-based) data, and our verification statement for water and waste, are available in this Appendix .
	2-6 Activities, value chain, and other business relationships	Supply chain description and changes We have approximately 4,000 active suppliers in our procurement system, and spend approximately \$1 billion with our suppliers annually. Nielsen's supply chain consists of purchases in three high-level categories: professional services, technology, and measuring equipment.

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	2-6 Activities, value chain, and other business relationships <i>(continued)</i>	<p>Close to half of our spend is with professional services (consulting, human resources, marketing, legal, finance, real estate, travel, etc.) suppliers, which tend to be large, global companies headquartered in the U.S. or Europe. Another 40% of our spend is with technology and telecommunications suppliers. They are predominantly large, global enterprises based in the U.S. and Europe and, to a lesser degree, small- to medium-sized enterprises (SMEs) in emerging markets. The balance of our spend is on marketing research and related services, primarily with small- and medium-sized firms located in many of the regions where we operate. A relatively small subset of our suppliers are contract manufacturers who manufacture Nielsen-designed electronic measurement devices to track television viewership and radio listening, with our research panels. These suppliers tend to be SMEs, primarily producing these devices in Asia. In 2021, the suppliers manufacturing our electronic devices were operational, with sporadic, pandemic-related shutdowns throughout the year.</p> <p>2021 10-K, pp. 3-13</p>
	2-7 Employees	Performance data table
	2-8 Workers who are not employees	Performance data table
	2-9 Governance structure and composition	<p>Governance > Board independence Governance > Board diversity</p> <p>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 required to certify annually to the Code of Conduct. The Code establishes clear expectations and guidelines for all employees, prohibiting corruption, bribery, facilitation payments, fraud, discrimination, antitrust/anti-competitive practices, money laundering, insider trading and more. It also requires employees to avoid and disclose conflicts of interest. The Code sets forth expectations and guidelines for positive behavior, including treating everyone with respect, valuing diversity, protecting human rights and speaking up to report Code violations without fear of retaliation. All of our standard supplier agreements include a requirement to abide by our Supplier Code of Conduct.</p> <p><small>*Except where not permitted by local laws</small></p>

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	2-9 Governance structure and composition (<i>continued</i>)	<p>See also: 2022 Proxy, p. 11-14</p> <p>Board diversity</p> <p>Our Corporate Governance Guidelines require the Nomination and Corporate Governance Committee to consider all factors it deems appropriate, which may include age, gender, nationality, ethnic and racial background, gender identity or expression and sexual orientation, and disability status, in nominating Directors and to review and make recommendations, 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.</p> <p>Currently, half of our directors are female, and two of our directors are racially/ethnically diverse. 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.</p> <p>Our 2022 Proxy includes our Diversity Policy (p. 2) and details on the diversity of our Board (p. 9).</p>
	2-10 Nomination and selection of the highest governance body	<p>2022 Proxy, pp. 2-3</p> <p>Nomination and Corporate Governance Committee Charter</p>
	2-11 Chair of the highest governance body	<p>Governance > Board independence</p> <p>2022 Proxy, p. 4</p>
	2-12 Role of the highest governance body in overseeing the management of impacts	<p>Governance > Board oversight of ESG issues</p> <p>Environment > Understanding and managing climate risks</p> <p>Nomination and Corporate Governance Committee Charter</p> <p>2022 Proxy, pp. 11-16, 20-21</p>
	2-13 Delegation of responsibility for managing impacts	<p>Governance > Board oversight of ESG issues</p> <p>Environment > Understanding and managing climate risks</p>

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	2-14 Role of the highest governance body in sustainability reporting	<p>A multifunctional team of senior executives reviews this report, including members of our Executive Committee. The Nomination and Corporate Governance Committee is briefed on Nielsen’s responsibility and ESG reporting plans, as part of its role overseeing the Company’s overall ESG matters, but does not directly approve this ESG report.</p> <p>Our Board committees have direct oversight responsibilities for a range of ESG issues, including:</p> <ul style="list-style-type: none"> • The Nomination and Corporate Governance Committee oversees the Company’s overall ESG matters, including overall ESG strategy, except to the extent reserved for the full Board or another Committee. • Our Compensation and Talent Committee oversees Nielsen’s human capital management strategies and programs, including overall employee wellness and engagement; strategies in support of DE&I; talent development and employee experience. • The Audit Committee has primary oversight for the management of key enterprise risks, including its Compliance & Integrity, Cybersecurity and Privacy programs, and reviews external reporting on ESG in the Company’s financial reports, as appropriate.
	2-15 Conflicts of interest	<p>Code of Conduct 2022 Proxy, pp. 20, 24-25</p>
	2-16 Communication of critical concerns	<p>Governance > Code of Conduct, ethics and integrity 2022 Proxy, pp. 24-25 Corporate Governance Guidelines</p>
	2-17 Collective knowledge of the highest governance body	<p>2022 Proxy, p. 9</p>
	2-18 Evaluation of the performance of the highest governance body	<p>2022 Proxy, p. 14 Corporate Governance Guidelines</p>

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	2-19 Remuneration policies	<p>Governance > Executive compensation and ESG</p> <p>Compensation approach</p> <p>Nielsen is committed to providing appropriate, competitive and equitable 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 demonstrate the Nielsen values. 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.</p> <p>2022 Proxy, pp. 33-66, Annex A, Annex B</p> <p>Corporate Governance Guidelines</p>
	2-20 Process to determine remuneration	<p>Governance > Executive compensation and ESG</p> <p>2022 Proxy, pp. 51-54</p>
	2-21 Annual total compensation ratio	<p>2022 Proxy, pp. 65-66</p>
	2-22 Statement on sustainable development strategy	<p>Message from the CEO</p>
	2-23 Policy commitments	<p>Global Commitment to Human Rights</p> <p>Corporate Governance Guidelines</p> <p>Code of Conduct</p> <p>Supplier Code of Conduct</p> <p>Environmental Policy and Guidelines</p> <p>2022 Modern Slavery Statement</p> <p>Environmentally Preferable Purchasing Policy</p> <p>Global Non-Discrimination Policy</p>

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	2-24 Embedding policy commitments	Global Commitment to Human Rights Corporate Governance Guidelines Code of Conduct Supplier Code of Conduct Environmental Policy and Guidelines 2022 Modern Slavery Statement Environmentally Preferable Purchasing Policy
	2-25 Processes to remediate negative impacts	Governance > Code of Conduct, ethics and integrity Global Commitment to Human Rights 2022 Modern Slavery Statement Environmental Policy and Guidelines
	2-26 Mechanisms for seeking advice and raising concerns	Governance > Code of Conduct, ethics and integrity 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 anonymously 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. Global Commitment to Human Rights Grievance mechanisms training/compliance All employees have access to our grievance process and related policies, including our Code of Conduct, on our company intranet site, Nielsen Now. The Code of Conduct is available to employees in more than 10 languages.

GRI Standard	Disclosure	Response Location / Omission		
General Disclosures				
	2-27 Compliance with laws and regulations	Nielsen had no known material instances of noncompliance with environmental, social or economic laws or regulations during the reporting period.		
	2-28 Membership associations	<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. Examples include:</p> <ul style="list-style-type: none"> • LEAD Network CEO pledge • Valuable 500 • CROWN Act • CEO Action for Diversity & Inclusion • The Hispanic Promise <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, or affiliated with, during the reporting period. Where appropriate and relevant to our business strategy, Nielsen may also fund research or donate pro bono data in collaboration with respected industry bodies such as these.</p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Advertising Council • Advertising Club of New York • Advertising Research Foundation • ALF Insights • Alianza por el Valor Estratégico de las Marcas (AVE) • AMAI (Mexico) • American Chamber of Commerce to the European Union • Americans for Tax Reform Foundation • Asian Pacific American Institute for Congressional Studies </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Associação Brasileira de Anunciantes • Associação Brasileira de Estudos Populacionais • Association of National Advertisers • Audience Measurement Coalition • Australian Association of National Advertisers • Boston College Center for Corporate Citizenship • Business-Government Relations Council • Cable & Telecommunications Association for Marketing (CTAM) • Chief Executives for Corporate Purpose </td> </tr> </table>	<ul style="list-style-type: none"> • Advertising Council • Advertising Club of New York • Advertising Research Foundation • ALF Insights • Alianza por el Valor Estratégico de las Marcas (AVE) • AMAI (Mexico) • American Chamber of Commerce to the European Union • Americans for Tax Reform Foundation • Asian Pacific American Institute for Congressional Studies 	<ul style="list-style-type: none"> • Associação Brasileira de Anunciantes • Associação Brasileira de Estudos Populacionais • Association of National Advertisers • Audience Measurement Coalition • Australian Association of National Advertisers • Boston College Center for Corporate Citizenship • Business-Government Relations Council • Cable & Telecommunications Association for Marketing (CTAM) • Chief Executives for Corporate Purpose
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GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	<p>2-28 Membership associations <i>(continued)</i></p>	<ul style="list-style-type: none"> • China Advertising Association • China Advertising Association of Commerce • Commercial Communications Council • Conference Board • Congressional Black Caucus Foundation • Congressional Hispanic Caucus Institute • Consumer Technology Association • Dansk Markedsføring • Deutsche TV-Plattform • Digital Dialogue Forum • ESB Marketing Netzwerk • European Internet Forum • European Sponsorship Association • Financial Communications Society (FCS) • Information Technology Industry Council • Insights Association • Interactive Advertising Bureau • International Advertising Association • Kilts Center for Marketing, University of Chicago Booth School of Business • Major Events International (MEI) • Marketing Club—Köln-Bonn • Media & Entertainment Services Alliance (MESA) • MMA Global (Mobile Marketing Association) • MPA – The Association of Magazine Media • Multicultural Media Correspondents Association • Music Business Association • NationSwell • National Association of Broadcasters • National Hispanic Caucus of State Legislators • New Democrat Network • Paley Center for Media • Responsible Business Alliance • Responsible Labor Initiative • Taipei Association of Advertising Agencies • Taiwan Digital Media and Marketing Association • US-ASEAN Business Council • U.S. Chamber of Commerce • Wharton Customer Analytics Corporate Program • World Economic Forum

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	2-28 Membership associations <i>(continued)</i>	<p>Participation in recognized human rights initiatives and collaboration</p> <p>To create industry change and impact beyond our own operations and supply chain, we have joined our efforts and our purchasing power with like-minded corporate peers in the Sustainable Purchasing Leadership Council, Responsible Business Alliance, Responsible Labor Initiative, and the Responsible Minerals Initiative. We are represented on the leadership body of the Sustainable Purchasing Leadership Council.</p> <p>Our Global Commitment to Human Rights and Supplier Code of Conduct were developed to align with the United Nation’s Guiding Principles on Business and Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work and the U.N.’s Universal Declaration of Human Rights.</p>
	2-29 Approach to stakeholder engagement	<p>Process for soliciting and incorporating stakeholder feedback, and primary stakeholders engaged</p> <p>Because of the nature of our business—collecting and analyzing audience measurement, data and analytics, to empower our clients with independent and actionable intelligence to connect and engage with their audiences—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 ESG issue 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 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 ESG issue 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 shareholders, clients and other stakeholders; and how we allocate resources to areas of greatest impact and importance to Nielsen. These areas cut across all aspects of our business, operations and value creation through our client and industry relationships, our employee base and our communities.</p>



Governance



DE&I



Human capital



Environment



Data privacy & security



Communities



Appendix

Performance data table

SASB report

TCFD report

GRI index

Environmental data
Methodology and verification

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	<p>2-29 Approach to stakeholder engagement (<i>continued</i>)</p>	<p>The following describes the primary types of stakeholders with whom we engage across our business operations, 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. These committees advise the relevant Nielsen business units on industry issues and concerns, provide insight on technological advances and help Nielsen improve the utility of its data and products.</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 (when possible, due to the pandemic), 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 contact with individuals and families all over the globe as we collect data to better understand consumer behavior. Our field and membership representatives visit panelists’ homes 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>Shareholders: Our Investor Relations team engages regularly with investors through individual meetings, conferences, non-deal roadshows, quarterly earnings calls and other investor marketing events. Details about our investor engagement can be found in the shareholder engagement disclosures of our 2022 Proxy (p. SUMM2, 15, 38) and on our Investor Relations site, where we also provide information for investors about our ESG efforts through resources such as our ESG Highlights.</p> <p>Creditors: Senior management periodically meets with key creditors in person or via conference calls, and has hosted multiparticipant 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>

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	<p>2-29 Approach to stakeholder engagement (<i>continued</i>)</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. 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 Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD) and the Global Reporting Initiative (GRI). 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 U.N. Guiding Principles on Business and Human Rights, the U.N. 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>Communities: We mobilize our data, expertise and time to positively impact our communities and ensure every voice counts. We regularly volunteer and donate pro bono data to non-profit organizations in an effort to make a tangible difference in our communities. Nielsen also produces the Diverse Intelligence Series, an annual collection of insights dedicated to multicultural consumers, veterans, LGBT+ and disabled consumers. In 2021, these series included insights on new communities: Native Americans and people living with disabilities.</p> <p>Employees: Nielsen continues to work hard to keep in close communication with our employees around the world, to ensure they feel supported and that we are working toward common goals. Company-wide, we conduct an employee engagement survey every year, with periodic "pulse" surveys to provide additional opportunities for feedback. These surveys include questions on engagement, compensation and work-life balance, among other topics. The health and wellness of our employees and their families is of the utmost importance to us. All Nielsen employees are encouraged to engage across functions and geographies through companywide resources, such as our Mental Health Hub, a single global platform for employees and their families to find resources to support their physical, emotional and mental health; Slack channels of online communities for collaboration and information sharing; as well as through regular global town hall meetings and other events held virtually to offer the opportunity for everyone to connect. We also have a variety of employee engagement platforms, including our Business Resource Groups.</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 impact, such as business diversity, environmentally preferable purchasing, impact sourcing and multistakeholder collaboration.</p>

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	<p>2-29 Approach to stakeholder engagement (<i>continued</i>)</p>	<p>We specifically engage suppliers who are crucial 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.</p> <p>We engage with our key suppliers multiple times a year with a focus on ESG issues, including through the following:</p> <p>Measurement and disclosure: 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 have 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, through the memberships noted in 2-28 Membership associations.</p> <p>Stakeholder engagement regarding human rights risks and impacts</p> <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 in 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 key ESG issues 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.</p>

GRI Standard	Disclosure	Response Location / Omission
General Disclosures		
	2-30 Collective bargaining agreements	<p>We fully support workers' right to freely associate and bargain collectively. Following the sale of Nielsen Global Connect, which was finalized in 2021, approximately 4% of Nielsen employees are covered under collective bargaining agreements. Approximately 7% are covered under works council agreements in Europe. We consult with the European Works Council (EWC) regularly and request their opinions and/or recommendations about significant business decisions.</p> <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>Freedom of expression</p> <p>We recognize that it is a right of everyone to associate freely and bargain collectively. 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>
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	<p><u>2021 key ESG issues assessment</u></p> <p>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.</p>
	3-2 List of material topics	<ul style="list-style-type: none"> • Anti-corruption • Anti-competitive behavior • Emissions • Waste • Environmental compliance • Supplier environmental assessment • Employment • Occupational health and safety • Training and education • Diversity and equal opportunity • Non-discrimination • Supplier social assessment • Public policy • Customer privacy • Socioeconomic compliance

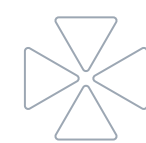
GRI Standard	Disclosure	Response Location / Omission
Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2021 10-K, pp. 33-66
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	<p>Environment > Understanding and managing climate risks TCFD Report</p> <p>Supply chain environmental engagement, including engagement on climate change strategies and green procurement initiatives</p> <p>Our supply chain risk assessment includes the assessment of risks related to ESG in our own operations and our suppliers' operations. In early 2022, we contracted with a third-party expert for an updated assessment of Nielsen's supply chain GHG emissions. The assessment helped determine upstream Scope 3 categories as most relevant to our operations, and the contribution of each category to our overall supply chain-based GHG emissions. We have found that 74% of GHG emissions in our supply chain are from purchased goods and services and capital goods. See Disclosure 305-3 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. In 2021, we engaged 90% of our major travel suppliers on their ESG practices, and formally assessed 70%, covering all three major categories of Nielsen's travel spend (air travel, auto travel and hotels/accommodations).</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> <p>See also the Supplier Environmental Assessment section of this GRI report.</p>
GRI 201: Economic Performance 2018	201-3 Defined benefit plan obligations and other retirement plans	2021 10-K, pp. 37, 84-90

GRI Standard	Disclosure	Response Location / Omission
Indirect Economic Impacts		
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	<p>Communities > Community strategy and approach</p> <p>Communities > Nielsen Foundation</p> <p>Communities > Nielsen Global Impact Day</p> <p>Diversity, equity and inclusion > Community engagement</p> <p>Diversity, equity and inclusion > Business diversity</p> <p>Investing in our communities through our corporate citizenship and philanthropy efforts is a significant part of our indirect economic impact. Guided by these priorities, Nielsen invests in communities through pro bono and in-kind donations, employee volunteering and direct corporate donations. The Nielsen Foundation, a private foundation, also makes grants to nonprofit organizations in the focus areas of educational access and persistence, economic mobility and well-being, and representation in media and technology.</p> <p>We continued our efforts to connect our employees' skills and experience to support diverse-owned small businesses that are either already in, or have the potential to become part of, our supply chain. We also started the Diverse Media Equity program, a first-of-its-kind offering to accelerate the growth and impact of diverse-owned media businesses.</p>
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>Our global Compliance & Integrity program is dedicated to ensuring legal and ethical behavior across Nielsen—from the C-suite through to the most junior employees all over the world. While upholding our high ethical standards is the responsibility of all our employees, functional responsibility for managing our Compliance & Integrity efforts sits with our Global Head of Compliance & Integrity 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 employees, prohibiting corruption, bribery, facilitation payments, fraud, discrimination, antitrust/anti-competitive practices, money laundering, insider trading and more. It also requires associates to avoid and disclose conflicts of interest. The Code also sets forth expectations and guidelines for positive behavior, including treating everyone with respect, valuing diversity, protecting human rights and speaking up to report Code violations without fear of retaliation. We initiated an update to Nielsen's Code of Conduct in 2022, published in May 2022, and it is available in more than 10 languages.</p>

GRI Standard	Disclosure	Response Location / Omission
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics (<i>continued</i>)	<p>Underlying the Code are more-detailed internal policies—for example, a Global Anti-Corruption Policy—to guide employees in their day-to-day activities. The Compliance & Integrity program coordinates the Corporate Policies Governance Council, a cross-functional team of stakeholders that ensure global, internal Nielsen policies are up to date and relevant for current business activity.</p> <p>The Code applies to everyone at Nielsen, including our subsidiaries and affiliates that we control. The Code also applies equally to the members of our Board, our senior officers and every employee, whether full time, part time or temporary. We choose to do business with other companies that follow these same principles. Nielsen suppliers are expected to know and follow the guidelines in our Supplier Code of Conduct and in turn to hold their suppliers and subcontractors to the same high standards.</p>
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	<p>Governance > Enterprise risk management program and Code of Conduct, ethics and integrity 2021 10-K, pp. 27 GRI 204-1</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, People, 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 risk-based 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, People, 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 at selected locations 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.</p>



Governance



DE&I



Human capital



Environment



Data privacy & security



Communities



Appendix

Performance data table

SASB report

TCFD report

GRI index

Environmental data
Methodology and verification

GRI Standard	Disclosure	Response Location / Omission
Anti-corruption		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption <i>(continued)</i>	<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 region-wide control improvements when risks or gaps are identified.</p> <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. 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 Controllarship organization. Maintaining strong financial controls helps to ensure that our financial statements are materially accurate. We have many employees dedicated to financial controllarship around the world, including general accounting associates, billing/credit/collections associates, consolidation teams, operational controllars, revenue controllars, market controllars, corporate controllars 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 controllars also support various audits each year, including local GAAP audits, internal audits and Sarbanes-Oxley Act audits. It is important that our controllars 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>

GRI Standard	Disclosure	Response Location / Omission
Anti-corruption		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption <i>(continued)</i>	<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. Nielsen's anti-corruption and bribery policies and requirements are also communicated to all suppliers as part of our procurement supplier registration.</p> <p>Materials and conflict minerals</p> <p>Nielsen purchases electronic measuring devices through subcontracted manufacturers. Through electronics contract manufacturing, Nielsen is exposed to risks relating to the extraction and use of conflict minerals. A group of four mined metals and their derivatives—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 that their sale may 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. 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 Responsible Minerals Initiative (formerly the Conflict-Free Sourcing Initiative) to determine the usage of 3TG by suppliers • Assists suppliers in filling out the template • Validates and corrects templates • Alerts Nielsen if any necessary 3TG originated in covered countries • Generates an aggregated 3TG report based on bills of materials • Provides a collection report with hyperlinks to each template

GRI Standard	Disclosure	Response Location / Omission
Anti-corruption		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption (<i>continued</i>)	<p>Nielsen assesses the responses received from our suppliers and engages with them on their particular responses. Supplier responses should contain all required data in the template. If responses are incomplete or inconsistent, the supplier is contacted and asked for missing or supplemental information. Our third-party provider conducts most of this validation process. Nielsen checks 3TG data collected by our third-party provider against the complete list of materials within each component disclosed to us by our suppliers of our components, to verify metal content matches. Nielsen checks smelter status claims received in templates to known smelter information. 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 suspending purchase of 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>
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	<p>Ethics and anti-corruption communication, training and certification</p> <p>We require our Board and 100% of employees—except where not permitted by local laws—to certify annually that they understand and will abide by our Code of Conduct. All employees—except where not permitted by local laws—are also held accountable for completing required Code of Conduct training. 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 employees whose roles involve greater risk exposure and those who can most effectively detect and prevent misconduct as a function of their day-to-day responsibilities.</p> <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 employees 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 anonymously by phone or through its dedicated website for Nielsen. This independent reporting service ensures that all concerns are heard and, as needed, investigated through the proper channels.</p>

GRI Standard	Disclosure	Response Location / Omission
Anti-corruption		
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures <i>(continued)</i>	<p>We enhance the reach of our Compliance & Integrity program with the Integrity Leader program. Twelve Integrity Leaders, most of whom sit within the Legal & Corporate Affairs team, are spread across five regions around the globe. Integrity Leaders serve as “diplomats” of integrity to our employees, 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. Integrity Leaders also help to investigate and resolve misconduct when it occurs.</p> <p>Our Compliance & Integrity program communicates regularly with Nielsen employees around the world through information included within global Nielsen communications.</p> <p>Anti-bribery/anti-corruption measures with business partners, including due diligence</p> <p>Nielsen’s anti-corruption and bribery policies and requirements are also communicated to all suppliers as part of our procurement supplier registration. 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.</p>
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	There were no cases or fines associated with corruption during the reporting period. Whether an incident is a confirmed case of corruption involves legal determinations and privileged and confidential legal advice. We also did not have any fines from the Federal Trade Commission during the reporting period. No business partners’ contracts were terminated for corruption violations during the reporting period.
Anti-competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	Code of Conduct 2022 Proxy , p. 20, 24-25
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	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.

GRI Standard	Disclosure	Response Location / Omission
Tax		
GRI 207: Tax 2019	207-1 Approach to Tax	<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.</p> <p>Taxes paid and effective tax rate The effective tax rates in December 31, 2021, and 2020 were 0% and 41%, respectively.</p> <p>Our effective tax rate of 0% in December 31, 2021, was lower than the U.K. statutory rate, primarily as a result of decreases in valuation allowances attributable to the utilization of foreign tax credits and the utilization of net operating losses. Our effective tax rate in December 31, 2020, was higher than the U.K. statutory rate, primarily as a result of withholding and foreign taxes as well as state and local income taxes.</p> <p>2021 10-K, pp. 25-26, 30-31, 36, 42, 44, 98, 100</p>
GRI 207: Tax 2019	207-2 Tax governance, control, and risk management	Tax Strategy
Energy		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Performance data table
GRI 302: Energy 2016	302-2 Energy consumption outside of the organization	Nielsen does not track energy consumption outside the organization, but will investigate the feasibility of this for future reports.
GRI 302: Energy 2016	302-3 Energy intensity	Performance data table
GRI 302: Energy 2016	302-4 Reduction of energy consumption	Performance data table Environment > Energy management
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services	Environment > Energy management

GRI Standard	Disclosure	Response Location / Omission
Water and Effluents		
GRI 303: Water and Effluents 2018	3-3 Management disclosure	Environment > Managing our environmental impact Nielsen environmental policy and guidelines
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	While water stewardship is not as significant for Nielsen’s direct operations at this time, we nevertheless recognize that access to potable water is a societal issue and a fundamental human right for everyone, and affects our employees, suppliers and other stakeholders around the world. With this in mind, we strive to minimize the impact of our daily operations on the availability of collective water resources. Our approach to resource management across functions is described in our Nielsen environmental policy and guidelines .
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	Nielsen uses (withdraws and discharges) local municipality water that is treated locally and in accordance with all local regulations.
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Performance data table
GRI 303: Water and Effluents 2018	303-4 Water discharge	Nielsen uses (withdraws and discharges) local municipality water that is treated locally and in accordance with all local regulations.
GRI 303: Water and Effluents 2018	303-5 Water consumption	Performance data table
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environment > Managing our environmental impacts Environment > Understanding and managing climate risks Nielsen environmental policy and guidelines

GRI Standard	Disclosure	Response Location / Omission
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics <i>(continued)</i>	<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>We take a comprehensive and holistic approach to responsible environmental management, considering the direct impact of our operations, as well as collaborating with our clients and other stakeholders. In our own operations, through our assessment of our key ESG areas and climate-related business risks, we drive action with environmental impacts that are most critical to our business. Through our supply chain sustainability program, we engage and collaborate with our supplier network to improve its performance and minimize the life-cycle environmental impact of our business. 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 life cycle, including design, creation, use and disposal.</p> <p>Learn more at Nielsen environmental policy and guidelines.</p> <p>Environmental, social and governance (ESG) matters, including overall ESG strategy, are overseen at the Board level by the Nomination and Corporate Governance Committee, except to the extent reserved for the full Board or another committee. Our Corporate Citizenship team coordinates and stewards our global ESG strategy. This team reports through our Chief Marketing and Communications Officer and presents at the Board level at least once per year. Among other responsibilities, the Corporate Citizenship team works cross-functionally to ensure alignment with relevant environmental mandates and regulations. Compliance is managed both globally and locally, depending on the team responsible for the relevant requirement or local execution of our global strategy.</p> <p>Our tool for our energy management and GHG emissions calculations and resource management—Portfolio Environmental & Energy Reporting System, or PEERS—is a proprietary energy management tool developed by Nielsen’s global real estate services provider, Jones Lang LaSalle (JLL), to capture, analyze and report energy data. Although this tool 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 employees around the world who are passionate about working together to reduce our collective environmental footprint. Through our environmentally focused Business Resource Group, Green, employee volunteers lead grassroots initiatives globally throughout the year, aligning their goals and impact with Nielsen’s purpose, values and key ESG focus areas, while also emphasizing environmental justice issues. Examples of their work—which were largely online or remote events in 2021 due to ongoing COVID-19 concerns—include personal carbon footprint reduction challenges, speaker events and webinars on environmental justice and sharing recommendations on how to be greener at home.</p>

GRI Standard	Disclosure	Response Location / Omission
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics <i>(continued)</i>	<p>Board's oversight of climate-related risks and opportunities</p> <p>Our Board committees have direct oversight responsibilities for a range of ESG issues, including:</p> <ul style="list-style-type: none"> • The Nomination and Corporate Governance Committee oversees the Company's overall ESG matters, including overall ESG strategy, except to the extent reserved for the full Board or another Committee. • Our Compensation and Talent Committee oversees Nielsen's human capital management strategies and programs, including overall employee wellness and engagement; strategies in support of DE&I; talent development and employee experience. • The Audit Committee has primary oversight for the management of key enterprise risks, including its Compliance & Integrity, Cybersecurity and Privacy programs, and reviews external reporting on ESG in the Company's financial reports, as appropriate. <p>Management's role in assessing and managing climate-related risks and opportunities</p> <p>We remain committed to our climate change mitigation efforts by leveraging operational efficiencies across our value chain in order to create more environmentally sustainable outcomes for our business, stakeholders and communities. We work with teams and leaders across Nielsen to continue to ensure that relevant climate change risks and opportunities are integrated into our strategy and that meaningful action is taken to drive our mitigation efforts. Nielsen's senior management—including members of our Executive Committee—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. Nielsen teams identify and establish processes and policies in their functions to ensure environmental options are being considered in our operations. For example, our Infrastructure team oversees the data center efficiency efforts, while our Real Estate leads investigate local targets for the management of waste and energy reduction across our operational footprint. The Chief Procurement Officer has responsibility for supply chain sustainability, including assessing and managing our suppliers' climate-related risks and impacts.</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 that ties back to both individual and corporate objectives. At the discretion of management, all employees are eligible to receive awards and recognition for their contributions toward reducing our impact on the environment, including optimal utilization of our natural resources, emission reductions projects, volunteering/ supporting environmental nonprofits and other sustainability initiatives. These contributions can be recognized through Simply Excellent, our recognition tool for acknowledging growth, collaboration and innovation. We also have an ongoing recognition program for our Business Resource Group (BRG) leaders and volunteers called Diversity & Citizenship Champions, focusing on responsible and sustainable business actions and their contributions to serving our communities.</p>

GRI Standard	Disclosure	Response Location / Omission
Emissions		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Performance data table
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Performance data table
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	Environment > Managing our environmental impact
GRI 305: Emissions 2016	305-4 GHG emissions intensity	Performance data table
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	<p>TCFD Report</p> <p>Environment > Managing our environmental impact</p> <p>Performance data table</p> <p>Reducing environmental impact from our own operations and through our value chain is central to our policy and approach to managing environmental and climate-related issues. See our Nielsen environmental policy and guidelines for our overall strategy, resource management approach and commitment to reduce our environmental impact through our operational processes.</p> <p>We conduct regular climate risk assessments and, in addition to these efforts, we encourage emission-reduction activities through employee engagement. Our Green BRG is led by employee volunteers who drive local, regional and global programs across Nielsen locations to support our commitment toward environmental justice through responsible resource usage, environmental footprint reduction and promoting the overall protection, conservation and restoration of the environment where we live and operate around the globe.</p>

GRI Standard	Disclosure	Response Location / Omission
Emissions		
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	Nielsen does not track ODS emissions, but will investigate the feasibility of this for future reports.
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Nielsen does not track NO _x , SO _x , and other significant air emissions, but will investigate the feasibility of this for future reports.
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environment > Our strategic approach Environment > Managing our environmental impact Nielsen environmental policy and guidelines
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environment > Managing our environmental impacts
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Environment > Managing our environmental impacts Nielsen environmental policy and guidelines <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 continually investigate new, environmentally efficient waste disposal options across Nielsen operations, in line with our sustainability commitments and local laws and regulations. Waste is recognized as a material business impact for us, and we have set a goal to ensure that all of our e-waste managed through our field operations team is diverted from landfill and is recycled, refurbished or reused by 2024.</p> <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, we are bringing efficiencies to our printers and are using the refresh process to upgrade our printers to standard duplex printing. In 2021, we also switched to only recycled or Forest Stewardship Council (FSC)-certified paper options in our U.S. purchasing channels.</p>

GRI Standard	Disclosure	Response Location / Omission
Waste		
GRI 306: Waste 2020	306-3 Waste generated	Performance data table
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Nielsen does not track waste diversion, but will investigate the feasibility of this for future reports.
GRI 306: Waste 2020	306-5 Waste directed to disposal	Performance data table
Environmental Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environment > Managing our environmental impact
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Nielsen had no known instances of noncompliance with environmental laws or regulations during the reporting period.
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environment > Managing our environmental impact Supplier Code of Conduct Environmentally Preferable Purchasing Policy Approach to procurement practices, including details on Supplier Code of Conduct 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.

GRI Standard	Disclosure	Response Location / Omission
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics <i>(continued)</i>	<p>Our standard contract terms request that our suppliers abide by our 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. The Code includes provisions derived from key international human rights standards and is based on the Supplier Code of the Responsible Business Alliance (RBA), the world’s largest coalition on responsible global supply chains for the technology industry. As it relates to training available to our staff who work with our supply chain, through our membership in the RBA, we make online training modules on the Nielsen Supplier Code of Conduct available to both Nielsen employees and suppliers. Training modules in social compliance can be assigned to internal staff and suppliers, and supplier participation is tracked within the RBA tool. Our Global Procurement team around the world maintains completed RBA certificate training on the Supplier Code. Nielsen provides further training to those with a direct supplier relationship to ensure they are readily capable of identifying any potential abuses. Two members of the team who work with electronics manufacturers have been trained by the RBA to audit factories against the Supplier Code.</p> <p>Process for identifying and managing sustainability risks in the supply chain, including monitoring and measuring compliance, assessing supply chain environmental impact, 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 impact 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 of all 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"> • 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 GHG emissions from air travel. • 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



DE&I



Human capital



Environment



Data privacy & security



Communities



Appendix

Performance data table

SASB report

TCFD report

GRI index

Environmental data
Methodology and verification

GRI Standard	Disclosure	Response Location / Omission
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics (<i>continued</i>)	<ul style="list-style-type: none"> 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 enterprise-wide 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 Cybersecurity teams. This risk is most prevalent within the category of suppliers that provide marketing research and data collection services.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	<p>Supplier sustainability assessments, including scope of human rights-related assessments, suppliers assessed for ESG impact, 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>Beginning in 2019, we further embedded ESG management of our supply chain in 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 regularly collect information on strategic suppliers through third-party supplier assessments, which we use to generate an annual ESG risk scorecard and to determine any corrective action that may be needed. In 2021, we evaluated 108 suppliers located in 26 countries in five global regions, covering approximately 90% of our spend under management. We assess the sustainability risks associated with our strategic suppliers on an annual basis. These third-party assessments cover a variety of key ESG issues, including climate impact 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. <p>Supplier sustainability assessments are included as a requirement in 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>

GRI Standard	Disclosure	Response Location / Omission
Supplier Environmental Assessment		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria <i>(continued)</i>	<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, with 1 being high risk. The lowest-scoring supplier companies receive corrective action plans aimed at helping to increase their scores.</p> <p>High-risk suppliers undergo additional, multiple risk evaluations in three-year cycles. All high-risk suppliers were assessed in 2021, 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> <ol style="list-style-type: none"> 1. An annual risk assessment of the company using the Responsible Business Alliance’s risk assessment platform, a specialized platform for electronics manufacturers 2. A general ESG third-party assessment once every two years 3. Site-specific social compliance questionnaires for human rights risks at least once every three years <p>Additionally, for all active suppliers, Nielsen uses an online, third-party platform available to members of the Responsible Business Alliance (RBA) to assess conformance with the RBA Code Section A.1, which states, among other standards, that: “Forced, bonded (including debt bondage) or indentured labor, involuntary prison labor, slavery or trafficking of persons shall not be used.” This risk assessment online platform is used to evaluate specific supplier and factory risks with respect to the RBA Code (including Section A.1) by inherent risk, sector and location. 2021 was the first year that we assessed active suppliers across the globe (4,000-plus companies) with this tool, significantly increasing our coverage of the suppliers monitored for this risk.</p> <p>Typically, Nielsen’s Global Procurement team engages with contract manufacturers several times a year through regularly scheduled on-site factory visits, conference calls and meetings. While on-site visits continued to be prohibited during the pandemic, open communication at the company and production facility level was ongoing in 2021 with our manufacturing suppliers.</p> <p>Our Global Procurement team around the world maintains completed RBA certificate training on the Supplier Code. Two members of the team who work with electronics manufacturers have been trained by the RBA to audit factories against the Supplier Code.</p>

GRI Standard	Disclosure	Response Location / Omission
Supplier Environmental Assessment		
	308-2 Negative environmental impacts in the supply chain and actions taken	Approximately one-third of the 108 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. In 2021, less than 1% of active suppliers were found to have high exposure to ESG risk. These suppliers were subject to further due diligence using multiple ESG tools. No suppliers were terminated based on ESG impacts.
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Human capital > Building and growing a strong talent foundation
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human capital > Human capital snapshot Performance data table
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human capital > Caring for our people 2021 10-K, p. 12 In the U.S., employees who work 35 hours per week qualify for full-time benefits. Examples include: Short-term pay incentives Nielsen's compensation programs include several short-term incentive programs, such as the global Annual Incentive Plan (which 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 employees. 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 discount from the market rate through the convenience of regular payroll deductions.*

* Effective April 1, 2022, the Employee Stock Purchase Program has been suspended, as part of a definitive agreement to be acquired by a consortium of private investment funds led by Evergreen Coast Capital Corporation, an affiliate of Elliott Investment Management L.P., and Brookfield Business Partners L.P. [See here](#) for additional information.

GRI Standard	Disclosure	Response Location / Omission
Employment		
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees (<i>continued</i>)	<p>Retirement planning and savings, including defined benefit plan obligations</p> <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 401(k) participation, contributions and investment type—to assess whether employees are optimizing retirement planning benefits.</p> <p>Reproductive health benefits, including adoption benefits, fertility benefits and gender reassignment benefits</p> <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.</p> <p>Fertility: In the U.S., Nielsen covers in full three 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> <p>See note to 403-6 Promotion of worker health for details on benefits related to health and wellness.</p>
GRI 401: Employment 2016	401-3 Parental leave	<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 employees can take in a year as long as manager's approval is obtained. Our myTime program gives employees 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</p> <p>We offer paid time off for our associates to take parental leave. In the U.S., we offer a <u>market-leading paid leave</u> of 20 weeks for birth mothers, with 12 weeks of paid leave as bonding time for all parents.</p> <p>In 2020, 235 U.S. employees took bonding leaves or adoption/foster care leaves. In 2021, 211 U.S. employees took bonding leaves or adoption/foster care leaves.</p>

GRI Standard	Disclosure	Response Location / Omission
Labor/Management Relations		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p><u>Human capital</u> > Building and growing a strong talent foundation</p> <p>Working conditions policy</p> <p>As it relates to our direct employees, Nielsen follows all national, federal, state and local wage and hour laws in each market where it operates. Nielsen employees 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>Approach to employee engagement and culture</p> <p>Employee engagement—the emotional and psychological connection our employees feel to their workplace and the work we do—is central to both individual and business success. We are committed to strengthening employee engagement through our Growth Culture and our Values (Inclusion, Courage and Growth), which are at the core of who we are at Nielsen. Employee engagement is a key strategic priority because of disruptive industry changes that require us to transform and because of the critical role our people play in fulfilling our mission to power the future of media.</p> <p>We engage employees through:</p> <ul style="list-style-type: none"> • Regular employee/manager one-on-ones • A learning experience platform, myLearning, powered by Degreed • Business Resource Groups (BRGs) • Transition programs to support our people as they onboard to Nielsen, as well as evolve and grow in their careers with us; examples include our internships, conversion from intern to full-time, new managers and executive onboarding programs • Regular town hall meetings that encourage dialogue between leaders and employees • Ongoing pulse surveys for global and local leaders to hear from our employees and plan specific actions based on their feedback • Slack channels, which enable employees to connect on a variety of topics, including career growth, learning and development, Diversity, Equity & Inclusion (DE&I) and business strategy, as well as to pose questions directly to our CEO and senior management

GRI Standard	Disclosure	Response Location / Omission
Labor/Management Relations		
GRI 3: Material Topics 2021	3-3 Management of material topics (<i>continued</i>)	<p>We continue to prioritize our employee engagement and support efforts that help employees address their unique challenges, including COVID-19 impacts. This includes providing additional virtual resources, support for remote workers and enhanced mental health support.</p> <p>See also: Code of Conduct Supplier Code of Conduct Global Commitment to Human Rights</p>
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	In the U.S., we follow a best practice of at least 30 days' minimum notice period for operational changes.
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>Human capital > Caring for our people</p> <p>We maintain a commitment to health and well-being. Nielsen's benefit offerings are designed to meet the varied and evolving needs of a diverse workforce across businesses and geographies. We have enhanced the ways we help our employees care for themselves and their families, especially in response to COVID-19. Our Whole You health and well-being program focuses not just on physical health, but also on the emotional, financial, social and environmental well-being of our associates.</p> <p>The Whole You well-being program was created in 2015 to provide support for our employees and their families in meaningful, contemporary and progressive ways. Since 2015, the program has evolved to meet the needs of our diverse population globally. Most recently, the program changed to a new virtual delivery method to address the global pandemic reality. The Whole You program offers a mix of U.S. and global initiatives, such as step and activity challenges, webinars and training sessions. A key component of The Whole You is our group of well-being ambassadors (employee volunteers) who promote global, national and local well-being initiatives.</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

GRI Standard	Disclosure	Response Location / Omission
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics <i>(continued)</i>	<ul style="list-style-type: none"> Identifying hazards and managing risk Inspections of premises, equipment, workplaces and work practices Investigation of incidents, as needed A Health and Safety Committee and representatives Occupational health and safety programs System auditing <p>Nielsen's offices rigorously adhere to the highest safety standards and local regulations. As an example, in Italy, we have a designated Health and Safety officer and we hire an external, certified safety firm that trains our employees on first aid or fire emergencies. Moreover, we have global safety guidelines in response to COVID-19 covering our field operations.</p> <p>Nielsen's Health and Safety committee is dedicated to providing the necessary support to our Field Operations employees through training, resources and defined processes. Policies and procedures include general field safety, vehicle and phone safety, prevention of physical injuries, personal protective equipment (PPE), and feeling unsafe in panel interactions such as recruitment or installation/maintenance.</p>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<p><u>Human capital</u> > Caring for our people</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.</p>
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	<p>Our workforce is predominantly based in offices, where occupational safety issues are minimal. We have a significant population of field associates who recruit and maintain relationships with our research panelists 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.</p>

GRI Standard	Disclosure	Response Location / Omission
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation (<i>continued</i>)	<p>We employ several strategies intended to address issues arising during the COVID-19 pandemic, including COVID-19 safety protocols for all employees that are consistent with the guidance of local health authorities, remote working arrangements where possible, company-provided personal protective equipment (PPE) and training, facilities management policies, workplace safety committees, supplemental paid sick leave (U.S.) and ongoing health benefits reviews. We implemented programs to reduce barriers to COVID-19 vaccination access, including supplemental paid time off for the purposes of an employee/dependent receiving a vaccine and local partnership to increase access to vaccination, as needed on a market-by-market basis. In addition, Nielsen offers employee emergency financial support through the Nielsen Global Support Fund, through which associates can donate to fellow associates in need and apply for grants in times of personal hardship or natural disaster.</p> <p>We track all relevant incidents to determine causes and trends, and then develop preventative steps to minimize those occurrences through the adoption of additional safety measures and training.</p>
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	<p>Human capital > Caring for our people</p> <p>Nielsen offers medical insurance benefits and wellness programs for our 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 in 403-6), we strive to bring all of the pieces of employee health and well-being together in a comprehensive and coordinated benefits program.</p>
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	<p>For our Field 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 2021, we updated our Field Health and Safety Policy and Procedures. All new hires to this team participate in field safety training, and existing employees 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.</p>
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	<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 employees who drive as a function of their job, we provide a fleet safety manual and safety training.</p>

GRI Standard	Disclosure	Response Location / Omission
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	<p><u>Human capital</u> > Caring for our people</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—although 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>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>In recognition of the need for more robust mental health services, in October 2021, we added Spring Health as our Emotional Health Support program (a replacement of the Employee Assistance Program) in the United States. Spring Health offers counseling sessions to all employees and their family members ages 6 and over. Spring Health also provides coaching, mindfulness training, crisis support, and group sessions, all at no cost. In 2022, we offered Spring Health to 40 countries globally and now offer Emotional Health Support programs in every country where Nielsen has a presence.</p> <p>We also provide annual training for People Experience partners, people leaders and employees, 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, tools and support necessary to help ensure the safety of the associate and fellow co-workers.</p>

GRI Standard	Disclosure	Response Location / Omission
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health (continued)	<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. Additionally, we also bring in experts in the areas of meditation, yoga, controlled breathing, imagery and stretching. Spring Health offers coaching, group discussions and a library of digital articles and exercises around managing stress. The myHealthy Rewards program provides reimbursement of up to \$75 per quarter for emotional well-being/stress reduction/mindfulness apps, allowing employees to find the solution that best fits their needs.</p> <p>Substance abuse: We address substance abuse as part of our ongoing well-being mental health webinars, including tips for identifying potential substance abuse and on how to seek and provide help. Additionally, Spring Health provides therapy and coaching to assist the employee or family member.</p> <p>Fitness programs: In the U.S., we subsidize almost all fitness programs at the rate of \$75 per quarter. This includes discounted gym memberships, reimbursement for fitness classes, online subscriptions, fitness equipment, earning the incentive through counting steps or attending 24 fitness classes in a quarter. Additionally, we offer virtual fitness programs or events globally. We also encourage employee fitness through local, regional and global step challenges via Walker Tracker. In these competitions ranging from two weeks to one month, employees form teams and compete at the country, location, business unit or operational team 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. Walker Tracker also provides an “activity converter” that provides the opportunity for those who may not be able to walk to participate by converting activities such as wheelchair wheeling, yoga, Pilates, stationary bicycle, etc., from minutes to steps. The app is also available in over 100 languages.</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, weight loss, disease management and more. The Whole You platform offers monthly healthy recipe ideas, and we occasionally provide live demonstrations of healthy cooking.</p> <p>Our global well-being ambassadors work to help provide healthy options during events. The myHealthy rewards program provides reimbursement of up to \$75 per quarter for weight management programs such as WW, Jenny Craig and Nutrisystem. Spring Health can also pair associates or family members with a coach/therapist to help with the emotional aspect of eating disorders.</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.</p>

GRI Standard	Disclosure	Response Location / Omission
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>We have a significant population of field associates who recruit and maintain relationships with our research panelists 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 by adopting additional safety measures and training.</p> <p>We employ several strategies intended to address issues arising during the COVID-19 pandemic, including COVID-19 safety protocols for all employees that are consistent with the guidance of local health authorities, remote working arrangements where possible, company-provided personal protective equipment (PPE) and training, facilities management policies, workplace safety committees, supplemental paid sick leave (U.S.) and ongoing health benefits reviews.</p>
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Refer to 403-1
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Nielsen does not publicly report work-related injury data, but will investigate the feasibility of this for future reports. The primary types of work-related injuries experienced by Nielsen employees, primarily occurring among our field staff, are motor vehicle accidents, slips and trips, animal/insect bites, and manual material handling/lifting injuries.
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	Nielsen does not publicly report work-related injury data, but will investigate the feasibility of this for future reports.

GRI Standard	Disclosure	Response Location / Omission
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p><u>Human capital</u> > Powering our Growth Culture through training and development</p> <p>Approach to employee career development, including commitment to career management, career development policy and talent pipeline development</p> <p>Our Talent 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 employee, 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 People team and business leaders do a deep dive into their organizations to plan for leadership succession, talent movements and development paths for our employees. 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 Equity & Inclusion section. For more information about careers at Nielsen, see our Nielsen Careers webpage.</p> <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. We know that much learning happens outside formal training programs, through day-to-day engagement across teams. We are focused on cultivating the positive outcomes of these development opportunities through meaningful metrics such as those noted previously that speak to employee satisfaction and growth in the organization.</p>

GRI Standard	Disclosure	Response Location / Omission
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics (<i>continued</i>)	<p>In 2021, we focused on shaping our Learning and Development approach around our new company purpose and culture. As we develop new key performance indicators (KPIs) for the future, we will be looking for a combination of the criteria below, as well as correlation with mobility and talent outcomes.</p> <ul style="list-style-type: none"> • Reach: How many people accessed resources? How many people attended the event? • Resonance: Did employees take action and/or apply learnings on the job? Do they feel better equipped to do their work? • Reaction: What did employees achieve as a result? Did it influence their behavior? <p>We use myLearning by Degreed—which offers a personalized blend of high-quality learning, leadership and management development and technical skill resources—as our learning management and training system. In 2021, 78% of Nielsen employees accessed our Learning Management System and Degreed platforms, completing over 73,000 learning activities within the flow of work. Our employees are also offered other training opportunities virtually, as well as other options that are relevant to their job functions and responsibilities. These programs are in service of our goal to “re-skill” or “upskill” employees interested in a new career path and to expand training offerings to meet the evolving needs of the company.</p>
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Nielsen does not publicly report average hours of training per year per employee, but will investigate the feasibility of this for future reports.
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	<p>Human capital > Powering our Growth Culture through training and development</p> <p>Onboarding process</p> <p>We work to successfully integrate employees into the company from day one by helping new joiners understand our culture, be clear on their roles and feel connected to their new team and to the broader Nielsen community. Our 90-day onboarding program includes an orientation session that provides a virtual welcome from our CEO, an overview of the company, strategy and our culture—including our focus on diversity, equity and inclusion—an introduction to growing their careers, and an overview of our corporate citizenship, among other topics. It also emphasizes the value of integrity in everything we do.</p> <p>As new employees continue through their first 90 days at the company, they have access to an onboarding playbook and online learning platform that provides a one-stop resource for information about training, benefits, customizable learning, product learning and technical support. Our 90-day onboarding program also includes manager and HR onboarding guides and access to our Slack new joiner community, to help new employees feel more connected within the organization.</p>

GRI Standard	Disclosure	Response Location / Omission
Training and Education		
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	<p>To track the effectiveness of our 90-day onboarding program and continually improve the new joiner experience, we regularly seek guidance from an onboarding network composed of global colleagues and a process improvement taskforce, as well as survey new employees 30 days and 90 days after joining Nielsen.</p> <p>Responsible management of reorganizations and employee layoffs</p> <p>No major layoffs occurred during the reporting period. For more information, please see the consolidated results, including restructuring charges, in our 2021 10-K for the year ended Dec. 31, 2021.</p> <p>Nielsen offers a severance program for involuntary, not-for-cause separations 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>In the European Union, Nielsen guarantees the right of information and consultation for relevant issues and topics, as determined by local law and/or Agreement, through employees' representative bodies. Consultation takes place within a time frame that allows works councils to deliver an opinion and/or recommendation about possible consequences and impact to the employees of relevant business and policy 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 as a result of the exercise of their function.</p>
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	<p>All employees have access to career development resources and receive annual performance reviews. We also encourage employees to have focused "check-in" discussions at least three times each 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.</p> <p>In our Performance Review process, employees are encouraged to fill out a self-assessment, in which they are prompted to reflect on their annual contributions to their team and the company. This allows them to share their written point of view with their manager, before the manager makes an overall assessment. In 2021, 79% of employees wrote their self-assessment, exceeding a target of 70%. The 2021 year-end performance review finished with 99.6% of managers providing ratings of employees in the performance system.</p> <p>The official option to receive multidimensional (360-degree) feedback through the performance review process was closed during 2020 and 2021, but managers were encouraged to solicit and incorporate 360-degree feedback as part of their performance review and assessment comments of their team. The 360 survey is planned for reintroduction in 2022.</p>

GRI Standard	Disclosure	Response Location / Omission
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>Diversity, equity and inclusion > People</p> <p>Diversity, equity and inclusion > Bringing DE&I to life through our BRGs</p> <p>We power a better media future for all people by embracing, leveraging and incorporating diversity, equity and inclusion into all that we do. When we operate in a culture that is diverse and inclusive, our hope is that innovation flourishes, our clients win, and associates are engaged and collaborate to bring the best that Nielsen can offer to the communities we measure.</p> <p>Nielsen’s DE&I strategy covers four pillars: people, product and thought leadership, business diversity, and community advocacy.</p> <p>We maintain a DE&I page on our website and regularly publish diversity-focused news stories and insights.</p>
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	<p>Diversity, equity and inclusion</p> <p>Performance data table</p> <p>2022 Proxy, p. 9</p>
	405-2 Ratio of basic salary and remuneration of women to men	<p>Diversity, equity and inclusion > Advancing pay equity and an inclusive culture</p> <p>Gender pay equity</p> <p>All 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. 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 that 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 life cycle, and gender pay equity is an ongoing process and a constant goal.</p> <p>Because Nielsen’s 2021 employee headcount in the U.K. was below the government threshold requiring reporting on gender pay equity, we did not publish a U.K.-specific gender pay gap analysis, as in previous years.</p>

GRI Standard	Disclosure	Response Location / Omission
Non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p><u>Diversity, equity and inclusion</u> > People</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 need not 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 <u>Code of Conduct</u>, and we require that associates recertify to the Code annually, thus ensuring that our associates benefit from anti-harassment training each year.</p> <p><u>Global non-discrimination policy</u></p>
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	<p><u>Governance</u> > Code of Conduct, ethics and integrity</p> <p>We encourage all associates to report any and all concerns through our anonymous <u>Speak Up Helpline</u>, without fear of retaliation. We provide a number of different mechanisms through which employees and others can report claims, as explained in detail in our <u>Code of Conduct</u>.</p> <p>Through our Speak Up program, our Compliance & Integrity Team intakes reports of misconduct (directly or through the Helpline) and ensures that the concerns are reviewed and investigated in an impartial and timely fashion. When a Code of Conduct violation is reported, Integrity Leaders work with the People Team and other 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. To support organizational justice, the Compliance & Integrity team analyzes data about prior outcomes to inform disciplinary decisions. Nielsen does not require employees to take sexual harassment claims to private arbitration.</p> <p>During the reporting period, Nielsen did not have 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>

GRI Standard	Disclosure	Response Location / Omission
Freedom of Association and Collective Bargaining		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>During the reporting period, Nielsen did not identify any operations or suppliers at significant risk for incidents of violation of workers' rights to exercise freedom of association or collective bargaining.</p> <p>As it relates to our supply chain, Nielsen understands that electronics manufacturing poses greater risks of human rights and supply chain violations than other sectors, particularly in certain geographies. To address this particular risk, Nielsen requires its electronics manufacturing suppliers in high-risk countries to complete specific social compliance questionnaires addressing human rights and fair labor conditions at the production facility level. These self-assessments are required on a regular basis to monitor and evaluate human rights and labor risks within supplier organizations. The results of these questionnaires, along with other supplier due diligence tools and subsequent dialogue, determine the need for social audits to be conducted by a third-party audit firm.</p> <p>Global Commitment to Human Rights 2022 Modern Slavery Statement</p>
Child Labor		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	<p>Our Global Commitment to Human Rights is aligned with the United Nations' 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 Privacy Principles.</p> <p>We also engage in social commitments and programs that benefit children, such as through our community engagement programs.</p> <p>Nielsen did not identify any operations or suppliers at significant risk for the incidence of child labor during the reporting period. As it relates to our supply chain, Nielsen understands that electronics manufacturing poses greater risks of human rights and supply chain violations than other sectors, particularly in certain geographies. To address this particular risk, Nielsen requires its electronics manufacturing suppliers in high-risk countries to complete specific social compliance questionnaires addressing human rights and fair labor conditions at the production facility level. These self-assessments are required on a regular basis to monitor and evaluate human rights and labor risks within supplier organizations. The results of these questionnaires, along with other supplier due diligence tools and subsequent dialogue, determine the need for social audits to be conducted by a third-party audit firm.</p>

GRI Standard	Disclosure	Response Location / Omission
Forced or Compulsory Labor		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Nielsen did not identify any operations or suppliers at significant risk for incidents of forced or compulsory labor during the reporting period. As it relates to our supply chain, Nielsen understands that electronics manufacturing poses greater risks of human rights and supply chain violations than other sectors, particularly in certain geographies. To address this particular risk, Nielsen requires its electronics manufacturing suppliers in high-risk countries to complete specific social compliance questionnaires addressing human rights and fair labor conditions at the production facility level. These self-assessments are required on a regular basis to monitor and evaluate human rights and labor risks within supplier organizations. The results of these questionnaires, along with other supplier due diligence tools and subsequent dialogue, determine the need for social audits to be conducted by a third-party audit firm.
Human Rights Assessment		
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	<p><u>Governance</u> > Human rights</p> <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 processes across geographies and different areas of our business. For more detail, see our <u>Global Commitment to Human Rights</u>, which covers our operational commitments and expectations for joint ventures and other stakeholders. As it relates to our active Tier 1 suppliers, all 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 <u>Global Commitment to Human Rights</u>, which is updated every two years and was last updated in January 2021, as well as our annual <u>Modern Slavery Statement</u>.</p>

GRI Standard	Disclosure	Response Location / Omission
Human Rights Assessment		
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments <i>(continued)</i>	<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, panelists and employees who perform their responsibilities in the field (not in a Nielsen office or home office setting). 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>Human rights violations and remediation actions</p> <p>There have been no human rights incidents requiring remediation actions during the reporting period.</p> <p>Nielsen takes all violations of our Code of Conduct, including human rights violations, seriously. All employees are expected to cooperate and support investigations into possible misconduct. 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>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, our Global Procurement team around the world maintains completed Responsible Business Alliance (RBA) certificate training on the Supplier Code. Nielsen provides further training to those with a direct supplier relationship to ensure they are readily capable of identifying any potential abuses. Two members of the team who work with electronics manufacturers have been trained by the RBA to audit factories against the Supplier Code.</p>

GRI Standard	Disclosure	Response Location / Omission
Human Rights Assessment		
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments <i>(continued)</i>	<p>Grievance mechanism for human rights impacts</p> <p>Nielsen employees have a responsibility to report any potential human rights violations. Associates may file formal or informal grievances through any member of management, including their own or next-level managers, and any member of the People team. Nielsen also maintains a Helpline through which associates can bring formal and informal grievances, and these grievances can be brought anonymously if the associate so wishes. All grievances are investigated promptly. Nielsen’s Code of Conduct maintains that no employees are to be retaliated against for bringing forth any 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, Employee Relations, as well as Integrity Leaders globally.</p> <p>We invite any stakeholders concerned about potential human rights-related risks or impact to reach out and share any concerns or grievances with us. Please visit the Nielsen 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 our Code of Conduct.</p>
	412-2 Employee training on human rights policies or procedures	<p>As it relates to employee engagement on human rights-related issues, our Nielsen Code of Conduct is separate from our Supplier Code of Conduct and establishes guidelines and expectations for lawful and ethical conduct by our employees around the world. Our Code of Conduct includes a section on “Protecting human rights” to ensure every employee is aware of and understands our obligations and expectations in this area, and encourages employees to be vigilant in protecting against exploitation of vulnerable populations, human trafficking and child and forced labor. The Nielsen Code of Conduct is translated into over 10 languages and all employees are asked to certify annually that they understand and will comply with the Code of Conduct, unless prohibited by local law. Nielsen provides a virtual training video for our employees about the warning signs of modern slavery and human rights violations when working with suppliers, which is available in 20 languages.</p> <p>As it relates to training available to our staff who work with our supply chain, through our membership in the Responsible Business Alliance (RBA), we make online training modules on the Nielsen Supplier Code of Conduct available to both Nielsen employees and suppliers. Training modules in social compliance can be assigned to internal staff and suppliers, and supplier participation is tracked within the RBA tool. Our Global Procurement team around the world maintains completed RBA certificate training on the Supplier Code. Nielsen provides further training to those with a direct supplier relationship to ensure they are readily capable of identifying any potential abuses. Two members of the team who work with electronics manufacturers have been trained by the RBA to audit factories against the Supplier Code.</p>

GRI Standard	Disclosure	Response Location / Omission
Local Communities		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	<u>Communities</u>
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	<p><u>Communities</u></p> <p>Nielsen is committed to strengthening the communities and markets in which we live and operate our business, recognizing how important these efforts are to ensure a more equitable and sustainable future. 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 facilities have no known significant actual and potential negative impact on local communities.</p>
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p><u>Governance</u> > Human rights</p> <p>Supplier Environmental Assessment: 3-3 Management of material topics</p> <p>308-1</p> <p><u>Diversity, equity and inclusion</u> > Business diversity</p> <p>Business diversity policy and approach</p> <p>By purchasing from diverse-owned businesses, we strengthen our business and our supply chain, as well as the economic health of diverse communities. Nielsen has a strong business diversity program that follows best practices for the inclusion of diverse suppliers in our supply base. We track and report our spending with diverse firms, and we have multiple policies and processes in place to support an overall corporate goal of maintaining 15% of our U.S. sourceable spend with diverse businesses through 2024, with a stretch goal of 18%. We define diverse suppliers as U.S.-headquartered companies that are 51% owned, operated and controlled by minorities, women, veterans, persons with disabilities, and/or lesbian, gay, bisexual or transgender (LGBT) persons.</p> <p>Our Global Procurement team manages our business diversity efforts, integrating business diversity into upcoming bids and contracts and working to create a supply chain reflective of our company's commitment to diversity, equity and inclusion, specifically economic inclusion. We advance the diversity of suppliers through the following efforts.</p>

GRI Standard	Disclosure	Response Location / Omission
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics <i>(continued)</i>	<p>Selection and contracting requirements: Nielsen’s procurement policies include specific request for proposal (RFP) language addressing business diversity; these policies also give weight to the ability of prospective suppliers to contribute to our corporate diverse spend goals.</p> <p>Business reviews and supplier engagement: Our Global Procurement team reviews and evaluates strategic suppliers’ contributions to business 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 (often quarterly) to collaborate on the agreed-upon action steps and track progress.</p> <p>Supplier development and capacity-building: In 2020 and 2021, as part of its commitment to fight racism with action, Nielsen provided short-term pro bono business consulting to select diverse suppliers as a skills-based volunteering initiative (Next Level Suppliers). This program was made possible by Nielsen’s Business Diversity, Corporate Citizenship, and Diversity, Equity & Inclusion teams.</p> <p>Through Next Level Suppliers, seven firms completed three-month projects with the support of Nielsen’s data and expertise. Throughout the course of the projects, suppliers met with their own cross-functional team of four to five Nielsen employees, ranging from SVPs to analysts, that volunteered their services.</p> <p>The Next Level Suppliers projects ranged from developing marketing strategies to overall company strategies for diverse firms in Nielsen’s three major purchasing categories: technology, market research, and professional services.</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.</p> <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 ESG and Business 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 direct reports.</p> <p>Nielsen’s business diversity program is tied closely to corporate goals, such as those of the Diversity, Equity & Inclusion and Corporate Citizenship platforms of the company.</p>

GRI Standard	Disclosure	Response Location / Omission
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics <i>(continued)</i>	<p>Business diversity goals and progress</p> <p>We strive to annually purchase at least 15% of our U.S. sourceable spend with diverse business through 2024, with a stretch goal of 18%. In 2020, we reached \$118 million in our Tier 1 and Tier 2 programs, representing 10% of our overall U.S. sourceable supplier spend. In 2021, we reached \$104 million in spend in our Tier 1 and Tier 2 programs, representing 15% of our overall U.S. sourceable supplier spend for the year.</p> <p>Buyer training on social and environmental supply chain issues</p> <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 members of our Global Procurement team have completed certificate training with the Responsible Business Alliance on our Supplier Code of Conduct.</p>
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	<p>We engage our top 100 suppliers with supplier sustainability assessments that 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>As it relates to our supply chain, Nielsen understands that electronics manufacturing poses greater risks of human rights and supply chain violations than other sectors, particularly in certain geographies. To address this particular risk, Nielsen requires its electronics manufacturing suppliers in high-risk countries to complete specific social compliance questionnaires addressing human rights and fair labor conditions at the production facility level. These self-assessments are required on a regular basis to monitor and evaluate human rights and labor risks within supplier organizations. The results of these questionnaires, along with other supplier due diligence tools and subsequent dialogue, determine the need for social audits to be conducted by a third-party audit firm.</p> <p>Additionally, for all active suppliers, Nielsen uses an online, third-party platform available to members of the Responsible Business Alliance (RBA) to assess conformance with the RBA Code Section A.1, which states, among other standards, that: "Forced, bonded (including debt bondage), or indentured labor, involuntary prison labor, slavery or trafficking of persons shall not be used." This risk assessment online platform is used to evaluate specific supplier and factory risks with respect to the RBA Code (including Section A.1) by inherent risk, sector and location. This was the first year that we assessed active suppliers across the globe (4,000-plus companies) with this tool, significantly increasing our coverage of the suppliers monitored for this risk.</p>

GRI Standard	Disclosure	Response Location / Omission
Supplier Social Assessment		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria <i>(continued)</i>	<p>For new suppliers, 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.</p> <p>Our standard contract terms request that all suppliers abide by our 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. Through our membership in the RBA, we make online training modules on the Nielsen Supplier Code of Conduct available to both Nielsen employees and suppliers. Training modules in social compliance can be assigned to internal staff and suppliers, and participation is tracked within the RBA tool.</p>
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	<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. As part of our Supply Chain ESG 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. Our supplier assessment and engagement process, described in detail throughout this section, includes many elements specifically related to human rights risks, including the following:</p> <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. Universal Declaration of Human Rights.

GRI Standard	Disclosure	Response Location / Omission
Supplier Social Assessment		
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken (<i>continued</i>)	<ul style="list-style-type: none"> • An online risk assessment covers all components of our Supplier Code. • A formal, standardized ESG assessment on a third-party platform includes a section on fair labor. • 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 with subject matter expertise in social compliance and are shared with external consultative bodies as well for additional review as necessary.</p> <p>We also conduct regular factory visits to our most active production facilities, when possible due to pandemic-related travel restrictions. 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 Nielsen Modern Slavery Statement, which describes our efforts to mitigate the risk of modern slavery and forced labor in our supply chain.</p>
Public Policy		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>Governance > Public policy engagement</p> <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>
GRI 415: Public Policy 2016	415-1 Political contributions	<p>Governance > Public policy engagement</p> <p>Performance data tables</p>

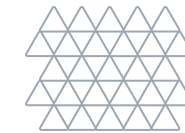
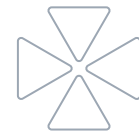
GRI Standard	Disclosure	Response Location / Omission
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>Data privacy and security Privacy principles</p> <p>Data privacy policy, including policies and practices regarding customer information</p> <p>Nielsen is committed to protecting the privacy and security of information about our employees, panelists, survey respondents, clients, suppliers and visitors to our websites. Nielsen complies with privacy and data protection laws that apply to the information we collect around the world, which enables our business to be more connected.</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 Policy addresses Nielsen’s collection, use, disclosure and retention of data about unique individuals. The policy is generally applied to all Nielsen services, processes and technologies—whether client-facing or internal—that utilize personal data, including during the development or assessment of new processes or technology, as well as by all Nielsen affiliates, subsidiaries, employees and contractors.</p> <p>Nielsen participates in the following self-regulatory programs for our integrated Nielsen Marketing Cloud platform:</p> <ul style="list-style-type: none"> • The Digital Advertising Alliance (DAA): We adhere to the DAA’s self-regulatory principles for online behavioral advertising, including the DAA’s application of self-regulatory principles to the mobile environment. • The European Interactive Digital Advertising Alliance (EDAA): We adhere to the European Principles. • The Network Advertising Initiative (NAI): We adhere to the NAI Code of Conduct. <p>Management approach to data privacy, including programs, compliance and employee training</p> <p>Consumer privacy is a top priority for Nielsen. We rely primarily on demographic and aggregated data from which we cannot directly identify people, and we maintain appropriate limits on access to data about specific individuals where we hold it. Our internal policies and procedures conform to applicable laws and industry standards around the globe. They also incorporate the principle of Privacy by Design—a commitment to include appropriate privacy protections in the design and implementation of our products and services.</p>

GRI Standard	Disclosure	Response Location / Omission
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics (<i>continued</i>)	<p>We maintain extensive privacy information 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 • Continuous review and improvement of all aspects of our program <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 (privacy.department@nielsen.com) for privacy inquiries. As stated in our 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> <p>Approach to data security and cyber security</p> <p>Nielsen is committed to protecting the security of all client and consumer information. Our Cybersecurity program is grounded in internationally recognized data protection principles, and we use a variety of security technologies and procedures to protect client and consumer information. We deploy and utilize innovative custom-built and commercial solutions at a global scale. Nielsen's Cybersecurity program aligns with the National Institute of Standards and Technology's Cybersecurity Framework (NIST CSF), which includes five core functions: identify, protect, detect, respond and recover.</p>

GRI Standard	Disclosure	Response Location / Omission
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics <i>(continued)</i>	<p>Identifying data security threats and vulnerabilities: We use a threat and vulnerability management and penetration testing program to detect new vulnerabilities and help assign priority to remediation. This program leverages a combination of appliance-based and software agent-based scanners to detect vulnerabilities across our operations. Where possible, we integrate tools for automation and to facilitate CI/CD (Continuous Integration/Continuous Delivery) processes. We have defined remediation periods based on the severity of the findings, which in turn drives the prioritization and implementation of remediation actions.</p> <p>Nielsen contracts with leading security firms to provide penetration testing services for identified high-risk applications. Additionally, it conducts internal penetration tests to supplement third-party tests and to meet internal or client requirements. We operate a 24/7 Cybersecurity Operations Center which includes threat defense operations and threat intelligence to detect and respond to malicious behavior and to identify incidents through monitoring, alerts and analysis of network activity, as well as through cyberintelligence findings. We continue to invest in technology, alerting capabilities and enhanced processes to assist us in staying on top of threats facing our environment. Continuous improvement capabilities include periodic Red and Purple team exercises, and incident response tabletop exercises.</p> <p>Policies and governance: Nielsen uses a principles-based approach to deliver specific control areas within the Nielsen Acceptable Use Policy, Cybersecurity Policy and Cybersecurity Standards. Combined, these policies and standards define the minimum set of controls that are necessary to uphold the company's reputation and protect sensitive information. The Acceptable Use Policy, Cybersecurity Standards and Cybersecurity Policy are reviewed annually to ensure appropriate controls and implementation across the company. The controls within the Acceptable Use Policy are tiered, to ensure that appropriate protection is provided for every level of information classification. Nielsen's information classifications are: public, proprietary, confidential and confidential-restricted.</p> <p>Governance for these policies include:</p> <ul style="list-style-type: none"> • Oversight from the Corporate Policy Governance Council • Review directed by Cybersecurity Governance • Approval from the Chief Information Security Officer • Publication and translation into multiple languages • Emergency 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>

GRI Standard	Disclosure	Response Location / Omission
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics <i>(continued)</i>	<p>Risk management: The Cybersecurity team focuses on identifying cybersecurity 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 Cybersecurity team maintains a constant feedback loop with our Chief Legal & Corporate Affairs Officer and other members of our senior leadership team relating to our cybersecurity risk. 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 Cybersecurity team regularly reviews and provides recommended information security language for client and third-party contracts, to include specific security-control requirements where applicable, specialized reporting and response procedures in the event of an incident, self-certification procedures and audit rights definitions. • New product development: The Cybersecurity team employs engineers and security architects who work side by side with infrastructure, networking and application development teams in order to embed security in the design of new products that are either purchased or built in-house. This coordinated approach allows teams to identify risks more easily, based on the capabilities, features and use cases of the new products brought into our secure environment. • Acquisitions and divestitures: The Cybersecurity team engages with acquisitions and divestitures to ensure that security is established or maintained throughout these transactions. The acquisition and divestiture processes include due diligence measures, integration requirements and other processes that ensure compliance with the Nielsen Cybersecurity Policy and Standards. Joint ventures that have their technology hosted by Nielsen fall under our cybersecurity program and practices. <p>Assessments of third parties that collect, process or store Nielsen confidential or confidential-restricted information: The Cybersecurity team performs in-depth cybersecurity assessments on third-party security controls and their security technologies before allowing any data sharing to occur. Vendors are tiered according to the classification of information they are collecting, processing or storing, and reassessments are conducted on a recurring basis.</p> <p>Insurance: Nielsen procures insurance for cybersecurity incidents, with limits applicable to the anticipated risk.</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>

GRI Standard	Disclosure	Response Location / Omission
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics <i>(continued)</i>	Cybersecurity incidents are responded to by the Nielsen Cybersecurity Incident Response Team. This team maintains and oversees implementation of the Executive Cybersecurity 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.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Nielsen had no reportable data breaches in 2021.
Socioeconomic Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p><u>Governance</u> > Board oversight of ESG issues</p> <p><u>Governance</u> > Code of conduct, ethics and integrity</p> <p><u>Governance</u> > Human rights</p> <p><u>Diversity, equity and inclusion</u></p>
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Nielsen had no instances of noncompliance with social, or economic laws or regulations 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.



Environmental data methodology

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

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

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

Change in Nielsen reporting baseline in 2022 (2021 data)

Starting with our 2022 reporting, Nielsen emission numbers also include fleet data, allowing us to establish a new Nielsen baseline. This is the leased company fleet used by our field employees who recruit and maintain relationships with our research panelists. This, along with the impact of the Nielsen Global Connect divestiture, will explain the data swings or trend breaks between reporting years 2021 (reporting 2020 data) and 2022 (reporting 2021 data).

Emission factors and calculation process

1. PEERS data collection: PEERS receives all bill line items including service dates, consumption and cost. The consumption and cost data for all sites, plus the location-based emissions for U.S.-based sites, are exported from

PEERS and inserted into a GHG reporting spreadsheet. Estimates are then generated for missing data and included in the spreadsheet to produce a complete 12-month consumption and cost profile for each site. Market-based emission factors are identified and applied where applicable, and location-based emission factors are identified and applied for all international sites.

2. Normalizing data: In order to properly align energy use to the timing of weather and site operations, PEERS translates (i.e., normalizes) reported consumption that is reflected in utility bills to the start and the close of each month. To normalize consumption, PEERS divides the billed consumption by the number of days in the billing period to determine the average daily consumption. The daily average is then multiplied against the number of days in each month that the bill straddles, in order to arrive at the portion of the consumption that should be assigned to each month. In most cases, this approach results in two successive utility bills providing consumption data for one calendar month; care is taken to avoid accidentally double-counting emissions across multiple months.
3. Adding estimates: Using the PEERS tool, all gaps in the data that impact complete coverage of Nielsen facilities' emission and usage tracking are bridged through estimates. These estimates are applicable to all sites with any missing or unavailable data, to represent a full year's coverage. Nielsen's scope emissions and utility consumption now represent 100% of our global square footage portfolio.
4. Estimate process: For sites with partially missing data, the estimates are based on prior year consumption/usage and

the cost for the applicable month or average of surrounding months, where available. For sites where data on a metric is unavailable, [Commercial Buildings Energy Consumption Survey \(CBECS\)](#) national averages for "Administrative or Professional Offices" have been used for approximate energy intensity of fuels within Scope 1 and electricity consumption within Scope 2. To estimate water and waste for sites where we have no data on their consumption, we use a portfolio-specific usage intensity to extrapolate approximate usage based on the square footage of a site. We take the average consumption per square foot for the sites where we have data to get the portfolio-specific usage intensity value.

5. Emission factor sources: The data gathered are converted to CO₂e emissions using following sources in order of preference: 1) Federal Register EPA; 40 CFR Part 98 (Scope 1 factors); 2) Environmental Protection Agency eGrid2016 dataset (North America Scope 2 location-based factors); 3) International Energy Agency (IEA) 2018 dataset (sites outside of North America for Scope 2 location-based factors); 4) 2017 Green-e-Residual Mixes (North America sites for market-based factors); and 5) 2018 Association of Issuing Bodies (AIB) European Residual Mix (European sites Scope 2 market-based factors).
6. Scope 1 emissions: The GHG Protocol definition of Scope 1 includes all direct GHG emissions; direct GHG emissions come from sources owned or controlled by the reporting entity. For Nielsen, this includes generator fuel (diesel and gasoline), natural gas from our buildings and fuel (gasoline) from our leased fleet. Stationary combustion factors for all sites came from the 2018 International Energy Agency (IEA) dataset. For the fleet, the source of factors applied are the

EPA Climate Leaders Business Travel Emissions Factors (March 9, 2018). The Global Warming Potentials (GWPs) are IPCC Fourth Assessment. The CO₂, CH₄ and N₂O emission conversion factors for highway vehicles come from Table 2-13 of the Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990–2015. The vehicle-miles and passenger-miles emission conversion factors for highway vehicles are from Table VM-1 of the Federal Highway Administration Highway Statistics 2015. Fuel consumption and passenger-miles emission conversion factors for rail are from Tables A.14 to A.16 and 9.10 to 9.12 of the Transportation Energy Data Book: Edition 35. Fuel consumption is converted to emissions by using fuel and electricity emission factors.

7. Scope 2 emissions: The GHG Protocol definition of Scope 2 includes all indirect GHG emissions from consumption of purchased electricity, heat or steam; indirect GHG emissions are a consequence of the activities of the reporting entity, but occur at sources owned or controlled by another entity. For Nielsen, this includes purchased electricity for location-based data. The United States uses the 2016 e-Grid dataset for location-based calculations. All Latin American countries use IEA factors (reference: 2018 edition of the IEA factors for CO₂ emissions from fuel combustion). Scope 2 emissions also include market-based emissions, any green energy investments a company has made in its reporting period (e.g., renewable energy credits). Nielsen has used the Scope 2 Quality Criteria from the GHG Protocol for market-based data; regionally, the United States and Canada use factors provided by GreenE, and European sites use the European Residual Mix factors provided by AIB. For all other Nielsen countries, market-based factors are not available; in these cases, location-based factors are used for all Scope 2 calculations. Thus, for countries beyond North America and Canada, we use IEA factors (reference: 2018 edition of the IEA factors for CO₂ emissions from fuel combustion).

Emissions are calculated and normalized to CO₂ equivalent (CO₂e) using Global Warming Potentials (reference: Intergovernmental Panel on Climate Change (IPCC), Fourth Assessment Report (AR4), 2007).

8. Scope 3 emissions: Emission factors, assumptions and calculation methodologies are derived from EPA Climate Leaders Business Travel Emissions Factors (March 26, 2020). GWPs are the IPCC Fourth Assessment Report (AR4—100 year).
- CO₂, CH₄ and N₂O emissions data for highway vehicles are from Table 2-13 of the EPA (2020) Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990–2018.
 - Vehicle-miles and passenger-miles data for highway vehicles are from Table VM-1 of the Federal Highway Administration Highway Statistics 2018.
 - Fuel consumption data and passenger-miles data for rail are from Tables A.14 to A.16 and C.9 to C.11 of the Transportation Energy Data Book: Edition 38. Fuel consumption was converted to emissions by using fuel and electricity emission factors.
 - Air Travel factors from 2019 Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting. Version 1.0, August 2019.

All our GHG emissions and resource usage data reported here, with the exception of our updated 15 category supply chain Scope 3 assessment by a third party, have been verified by Apex Companies, LLC.



**VERIFICATION OPINION DECLARATION
GREENHOUSE GAS EMISSIONS**

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

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

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

- Operational Control
- Worldwide

Types of GHGs: CO₂, N₂O, CH₄

GHG Emissions Statement:

The Nielsen Company GHG Emissions for Reporting Year 2021	
Scope 1 Emissions Metric Tonnes (mt) of CO ₂ equivalent (CO _{2e})	13,650
Scope 2 Emissions – Location Based mt CO _{2e}	19,700
Scope 2 Emissions – Market Based mt CO _{2e}	20,450
Scope 3 Emissions Total mt CO _{2e}	2,700
<ul style="list-style-type: none"> Scope 3 Emissions – Category 5 Waste Generated in Operations – mt CO_{2e} 	1,500
<ul style="list-style-type: none"> Scope 3 Emissions – Category 6 Business Travel – mt CO_{2e} 	1,075
<ul style="list-style-type: none"> Scope 3 Emissions – Category 7 Employee Commuting – mt CO_{2e} 	125
GHG Net Emissions for Reporting Year 2021	
Net Emissions mt CO_{2e}	36,800
Scope 1 + Scope 2 Market Based + Scope 3 (Categories 5, 6 & 7)	

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

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

Period covered by GHG emissions verification:

- January 1, 2021 to December 31, 2021

Criteria against which verification was conducted:

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

Reference Standard:

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

Level of Assurance and Qualifications:

- Limited
- This verification used a materiality threshold of 5% for aggregate errors in sampled data for each of the above indicators
- International locations using International Energy Agency (IEA) emissions factors for Scope 2 emissions are reported in CO₂ emissions only
- Qualifications: Scope 1, 2 and selected Scope 3 emissions summarized herein includes data from Nielsen Media which encompasses approximately 229 offices globally and does not encompass The Nielsen Company's entire portfolio

GHG Verification Methodology:

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



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Verification Opinion:

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

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

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

Statement of independence, impartiality and competence

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

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

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

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

Attestation:

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

May 18, 2022

David Reilly, Technical Reviewer
Principal Consultant
Apex Companies, LLC.
Santa Ana, California

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



INDEPENDENT ASSURANCE STATEMENT

To: The Stakeholders of The Nielsen Company

Introduction and objectives of work

Apex Companies LLC, (Apex) was engaged by The Nielsen Company to conduct an independent assurance of select sustainability performance data to be included in The Nielsen Company's corporate sustainability report. This Assurance Statement applies to the related information included within the scope of work described below for the time period of January 1, 2021 to December 31, 2021. The intended users of the assurance statement are the stakeholders of The Nielsen Company. The overall aim of this process is to provide assurance to The Nielsen Company's stakeholders on the accuracy, reliability, and objectivity of select information included in the Report.

This information and its presentation in The Nielsen Company's internal and external reports (Reports) are the sole responsibility of the management of The Nielsen Company. Apex was not involved in the gathering of data, development of content and/or the drafting of the Reports. Our sole responsibility was to provide independent assurance on the accuracy of information included in the scope of work. This is the 7th year in which we have provided assurance over selected data.

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

- Operational Control
- Worldwide Nielsen Media Offices

Scope of work

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

- Assure the accuracy of the following data for the 2021 reporting period:
 - Total Water Consumption – Nielsen Media Only
 - Total Waste Generated – Nielsen Media Only
- Appropriateness and robustness of underlying reporting systems and processes used to collect, analyze, and review the environmental information reported; and
- Evaluation of the reported data against The Nielsen Company's internal reporting procedures.

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

- Text or other written statements associated with The Nielsen Company submissions
- Activities outside the defined reporting period

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



The Nielsen Company
May 18, 2022

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Methodology

Apex undertook the following activities:

1. Interviews with relevant personnel of The Nielsen Company (including individuals at the corporate level);
2. Review of internal and external documentary evidence produced by The Nielsen Company;
3. Review of The Nielsen Company information systems for collection, aggregation, analysis and internal verification and review of environmental data.

Assessment Standards

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

Our Findings

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

- Nothing has come to our attention to indicate that the reviewed information within the scope of our assurance is not materially correct.
- Nothing has come to our attention to indicate that the reviewed information is not a fair representation of the actual data for calendar year 2021.
- It is our opinion that The Nielsen Company has established appropriate systems for the collection, aggregation, and analysis of quantitative data within the boundaries of the reporting for determination of the following for The Nielsen Company:
 - Total Water Consumption - 4,014,471 cubic feet
 - Total Waste Generated – 3,798 metric tons

Statement of independence, integrity, and competence

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

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

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



The Nielsen Company
May 18, 2022

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

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

David Reilly, Technical Reviewer
Principal Consultant
Apex Companies, LLC.
Santa Ana, California

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

