Webinar Series:
ERGs and Inclusion Councils: Can They Coexist?

Shane Nelson
Vice President, Editor, DiversityInc Best Practices
Encourage Your Colleagues to Sign Up to DIBP

• Use testimonials from employees that access DIBP.

• Promote DIBP to employee resource groups.

• Encourage talent-development leaders to use and educate employees about access to DIBP.

• Include message about DIBP or include links to career advice content on company intranet.
Meet Today’s Panelists

Cristina Lopez, Director, Inclusion & Diversity, Supplier Diversity, Corporate Social Responsibility, JCPenney

Angela Talton, Chief Diversity Officer, Nielsen
JCPenney

Business Resource Teams
Our I&D Structure
Inclusion & Diversity Strategy

- Build a diverse Associate Mix
- Develop & Engage customers and associates
- Impact the Bottom Line
Inclusion & Diversity Strategy

Build a diverse Associate Mix

Develop & Engage customers and associates

Impact the Bottom Line

Executive I&D Council
8-member council Chaired by CEO

Supplier Diversity Council
5-member council Chaired by CFO

Corporate Social Responsibility Council
7-member council Chaired by EVP Private Brands & Supply Chain

BRT Sponsors
EVPs, SVPs and VPs
Inclusion & Diversity Business Resource Teams

- eco
- heat
- heroes
- jaag
- mosaic
- pride
- serve
- wings

Stores I&D Council
Supply Chain I&D Council
BRT Strategies & how we bring them to life
BRT Areas of Focus

Our Associates
Support the recruitment, engagement and development of our associates

Our Customers
Equip our associates to better serve our diverse customer base through awareness and education

Our Business
Partner with the business to bring our networks and expertise to bear in achieving our business outcomes
**BRT Leadership Roles**

**BRT Executive Sponsor**

Has accountability for the BRT's success - actively champions to drive visibility and connection to the business, helps overcome obstacles and to accelerate outcomes. Gives strategic direction and provides advice and counsel to guide the group's development, connecting them to a broad network of relationships.

**BRT Chair**

Defines BRT strategy with BRT Sponsor; drives a plan to achieve BRT goals; serves a single term (can be reelected).

**BRT Vice-Chair**

Manages execution of the BRT strategy; after one term as Vice-Chair can ascend to Chair.

**Recruiting Lead**

Lead Roles reporting into the Chair would be responsible for driving people focused programming – recruiting, developing and retaining diverse associates or impacting our customers through associate awareness/training and business impacts.

**Talent Development Lead**

**Business Impacts Lead**

**Communications Lead**

**Operations Lead**

Lead Roles reporting into the Vice-Chair would be responsible for communications and operations (budget, calendar) within the BRT and coordinate across BRTs.
Setting our Strategy

1. Identify current areas of opportunity
2. Set objectives that address the areas of opportunity
3. Establish initiatives that support achieving our objectives
Operations Support

- Professional Development, BRT Development Days
- Event Operations & Support
- Internal Communications
- External Partnerships & Recognition
- Resources & Funding
Success Stories
JAAG BRT

- Home Office Diwali celebration is the largest celebration in our home office
- Digital Diwali Celebration connecting the Home Office and India
- Pilot activation in select stores
- Gift card designs
INCLUSION COUNCIL

• Inclusive families in ads – started with a Father’s Day TV ad, now it’s part of our most recent campaign

• Sensory Friendly Shopping Events

• Cross-generational awareness event

• Inclusion Lunch & Learn
MOSAIC & HEAT

• SME for Spanish language translations across geographies

• Consultations and idea generation for Spanish language and culturally connected merchandise, including hair care

• In-store environment ideas, including music and signage
THE SCIENCE BEHIND WHAT’S NEXT™

DATA
Our data is complete, trusted and useful, so clients can depend on it to anchor important decisions.

SCIENCE
Our science marries rigor with innovation to give clients answers that point the way forward.

PEOPLE
We are a company of truth seekers, driven to get it right for our clients.
HOW WE DEFINE DIVERSITY & INCLUSION

**Diversity**

Variety of abilities, skills, experiences and cultural backgrounds.

**Inclusion**

To value and leverage differences to achieve superior results.
NIELSEN’S DIVERSITY & INCLUSION STRATEGY

5 Prong approach

To infuse diversity and inclusion into everything we do

**Associate**

Our associates consistently experience an inclusive culture that respects their skills, abilities, experiences and cultural backgrounds while leveraging difference to achieve superior results.

**Client**

Our clients and the FMCG and media industries see Nielsen as the definitive source for measurement and insights, especially for diverse consumers and audiences.

**Community**

Our communities around the world know who we are, trust us to be the source for unbiased information, and are proud to be a part of our panels.

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**Accountability**

- Scorecards
- Diverse Slates
- Global inclusion

**Career Development**

- Mentoring /coaching culture
- Leadership development programs
- Sponsorships for top talent

**Retention**

- Global ERGs
- Utilize ERG participation for development

**Supplier Diversity**

- 10% certified spend goal with diverse suppliers
- Mentor diverse suppliers
- Partner with CBPs on client requirements

**Education**

- Community Alliance and client engagement
- STEM Focus
- Inclusion training for all employees
- Communications/ brand awareness

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**The Nielsen Experience**

Be Yourself, Make a Difference, Grow with Us

**Visibility**

**Access**

**Opportunity**
CONNECTING THE DOTS VISION

COMMUNITY AND BUSINESS ALLIANCES
- Global population shifts
- Changing face of the US demographic
- Increase in Women and minority entrepreneurship and its impact on the economy

DIVERSITY & INCLUSION
- Key operating philosophy
- Value diversity of thought, experiences, skills, background
- Crucial to Nielsen’s growth, strength and ability to innovate

MULTI-CULTURAL GROWTH & STRATEGY
- Finding client solutions for new product launches
- Marketing to the multicultural consumers (increasing revenue)

BUSINESS UNITS
- Commercial
- Technology
- Operations
- Corporate
HOW WE DRIVE DIVERSITY

Our Structure

Leadership Accountability

Nielsen Diversity Council and Nielsen Global Inclusion Council

Employee Resource Groups

Nielsen External Advisory Councils

Supplier Diversity Program
NIELSEN’S EMPLOYEE RESOURCE GROUPS
OUR EMPLOYEE RESOURCE GROUPS (ERGS): AN OVERVIEW

- 9 Employee Resource Groups
- 8,000+ members globally
- 188+ global ERG Leaders
- 1 NGL & 2 Executive Sponsors
- Inclusive and open to everyone
ERG FOCUS AREAS

Essential to the success of our diversity & inclusion efforts

**RECRUITMENT / RETENTION**
Support recruitment efforts and develop initiatives to increase retention of diverse talent at all levels

**PROFESSIONAL DEVELOPMENT**
Enable professional development opportunities to ensure continuous learning of talent

**COMMUNITY OUTREACH**
Lead and collaborate on community outreach initiatives that align to Nielsen Cares and strategic outreach initiatives

**ENGAGEMENT / EDUCATION**
Engage with members, employees, and clients to drive diverse insights and increase cultural competence
OUR EMPLOYEE RESOURCE GROUPS’ GLOBAL FOOTPRINT

77% of the 106 countries where Nielsen operates have at least one ERG
WHAT’S IN IT FOR MEMBERS?

ERGs are growth and impact enablers

**Associate Training**
- Project Management
- Financial Management
- Agile
- TED “Ideal Team Player”

**Skills Development**
- Negotiating
- Presentation
- Leading teams
- Meeting facilitation

**Connectors to Professional Development**
- Innovation Challenges
- Focus Groups
- Diverse Intelligence Series (events and reports)
- Client connections
JUNE 25 - 28, 2018

The Power of We

Inclusive Teams can Impact our Business
ENERGIZE WEEK AT A GLANCE

Collaborating to increase engagement and drive business growth

- **98** Internal Sessions
  - Change: Adapting, Leading and Seeking
  - “The Power of She:” Reaching Multicultural Women
  - Storytelling Success: Communicating to Influence

- **5,675** Associates reached

- **19** Client Events

- **+6** New ERG Chapters
  - Argentina
  - Portugal
  - Turkey

- **+587** New ERG Members
  - Argentina
2018 ANGELA TALTON ENERGIZE EUROPE TOUR
Galvanized associate interest in ERGs and engaged with important global clients

Angela and the Nielsen Madrid leadership team

LEAD Network panel featuring GlaxoSmithKline and P&G

Client meeting with General Mills

Client panel featuring representatives from Facebook and Marie Brizard Wine & Spirits

Meeting with LEAD Network Executive Director and Board

Spain

United Kingdom

Poland

Turkey
ERGS DRIVE OUR BUSINESS
How ERGs are CONNECTING THE DOTS to align with Nielsen’s Mission & Purpose

ERGs share authentic insights bringing to light cultural nuances regarding diverse populations

ERGs provide two-way learning while giving professional developmental, visibility, access & opportunity to its leaders

Internal and External Collaborations with Community Alliances and clients, respectively, allows ERGs to leverage DIS data and contribute to leads and revenue opportunities

ERGs’ 4 Pillars of Recruitment/Retention, Professional Development, Community Outreach and Education/Engagement connect ERGs to HR, Nielsen Cares, D&I, Supplier Diversity, Community Alliances, etc.
THE ROLE OF OUR DIVERSITY COUNCILS
# Nielsen’s Diversity Councils

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<tr>
<th>Nielsen Diversity Council</th>
<th>Nielsen Global Inclusion Council</th>
<th>Nielsen External Advisory Council</th>
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<tbody>
<tr>
<td><strong>Makeup</strong></td>
<td>U.S.-based Nielsen senior executives, business unit leaders, HR, ERG leaders and ERG Sponsors</td>
<td>Nielsen Global Senior executives, operations, commercial leaders, HR, ERG Leads/Sponsors and Global Inclusion Ambassadors</td>
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<tr>
<td><strong>Role</strong></td>
<td>Champion D&amp;I programs that address (primary) U.S.-specific diversity initiatives. Deliver on our commitment to build an inclusive workplace that is representative of the clients and communities we serve.</td>
<td>Engage with global inclusion ambassadors, leaders and HR to identify where the country/region is on the diversity journey (Discovery, Awareness, Understanding, Implementation and Realization) and facilitate a plan to further diversity and inclusion locally.</td>
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<td><strong>Impact</strong></td>
<td>Set targets for workforce and supplier diversity that helped us increase U.S. racial/ethnic diversity by 9% between 2012 and 2017 and achieve our goal of 10% U.S. spend with diverse businesses in 2016.</td>
<td>Created ‘Learning Journeys,’ which support market-specific D&amp;I growth in countries from Lead, Growth and Emerging markets. Launched numerous local D&amp;I committees and ERG chapters, connecting associates around the world thru our global D&amp;I strategy</td>
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INTERNAL DIVERSITY AND INCLUSION COUNCILS

Governing bodies that assist with the creation, implementation and execution of our Diversity & Inclusion strategy

OUR GOALS

Represent Nielsen holistically and globally in our efforts to create an inclusive work environment that reflects the 100+ countries where we work and serve.

Shape our global strategy as we continue to benchmark our performance against our clients.

Connect the dots between the global population shifts and provide insights and information that benefits our clients commercially.

OUR APPROACH

Set targeted performance goals and business strategies regarding: pay equity, recruitment, promotional/lateral movement, engagement, onboarding, international assignments, etc.

Cultivate an inclusive work environment— a community where Nielsen employees have the visibility, access, and opportunity to reach their potential and to have a voice at Nielsen.

Support our clients’ needs by leveraging our data and employees as a competitive advantage.

Meet at least twice a year to brainstorm, strategize, review progress and set stretch goals. Each group of leaders is asked to make a Two-Year Commitment.
OUR EXTERNAL ADVISORY COUNCIL JOURNEY

Created in 2005, our EAC has been integral in the formation of several foundational D&I initiatives.

- Established robust community/consumer engagement team
- Refreshed multicultural advertising strategy
- Created annual Diverse Intelligence Series reports
- Created dedicated Supplier Diversity team and established 10% spend goal
- Created global network of Employee Resource Groups
- Ensured maintenance of diverse representation in panels
- Created diverse leadership development programs

In 2017, we created five subcommittees to focus the EAC’s efforts on solving commercial and operations issues.

- Increase multicultural measurement capabilities
- Introduce us to influencers who help us connect with diverse consumers
- Identify and develop internal and external future diverse leaders
- Provide political counsel & advocacy (Census 2020)
IF YOU HAVE ANY QUESTIONS, VISIT NIELSEN.COM
Upcoming Events

• The Pros and Cons of Unconscious Bias Training | September 18 | Newark Liberty International Airport Marriott
  • Topics identified include:
    • Advances in and Limitations of Unconscious Bias Training
    • Interrupting Bias in the Recruitment Process
    • How White Males Can Play an Integral Role in Unconscious Bias Training
    • Disability Inclusion: A Competitive Advantage
    • What Does Unconscious Bias on a Global Scale Look Like
    • Unconscious Bias isn’t the Silver Bullet, What Next?

• Women of Color and Their Allies | October 2 | Hilton, Atlanta, GA
  • The Conference will discuss and explore:
    • Leveraging Glass Cliff assignments as strategic opportunities
    • Using your career accomplishments and professional capital to pave the way for younger women of color
    • Sponsorship Pairs: A view of what senior executive pairs look like at levels 1 and 2 of management
    • A menu of best practices on mentoring white men about how to develop meaningful, professional relationships with women of color
    • Tips on handling microaggressions in the board room and disrupting them as they happen
    • Five steps to become sponsor-ready
    • The benefits of having women of color mentor/sponsor other women of color
    • Having courageous conversations without sounding like a victim or potentially difficult to work with
    • Develop a strategic network of key stakeholders who will promote your career – inside and outside of your organization
Upcoming Webinars

• How to be a Good Mentee, How to Earn Sponsorship
  • August 14 | 2-3 p.m. ET

• A How-To Guide on Executive Presence
  • September 25 | 2-3 p.m. ET
  • Melissa Corwin, Vice President - HR, Diversity & Inclusion, AT&T
  • Emily Johnson, Director of Learning Strategy and Design, JCPenney
Thank You for Attending

• You will receive an email from us by this Friday containing a link to download this presentation.

• If you have questions/comments, please email us at Shane@DiversityInc.com.

• Follow us on:
  • Twitter - twitter.com/DiversityInc
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  • LinkedIn - www.linkedin.com/company/DiversityInc
  • Instagram - www.instagram.com/diversityinc/

• Visit DiversityIncBestPractices.com to view past webinars, career advice, as well as relevant, up-to-date content on diversity and inclusion management.