DiversityInc
Building a Talent Pipeline

Barbara Frankel
Senior Vice President, Executive Editor
January 28, 2014
Assistance

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Thank you!
# 2013 DiversityInc Top 50 Companies for Diversity

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name</th>
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<tbody>
<tr>
<td>1.</td>
<td>Sodexo</td>
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<td>2.</td>
<td>PricewaterhouseCoopers</td>
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<td>3.</td>
<td>Kaiser Permanente</td>
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<td>4.</td>
<td>Ernst &amp; Young</td>
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<td>5.</td>
<td>MasterCard Worldwide</td>
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<td>6.</td>
<td>Novartis Pharmaceuticals Corporation</td>
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<td>7.</td>
<td>Procter &amp; Gamble</td>
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<td>8.</td>
<td>Prudential Financial</td>
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<td>9.</td>
<td>Accenture</td>
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<td>10.</td>
<td>Johnson &amp; Johnson</td>
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<td>11.</td>
<td>Deloitte</td>
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<td>Merck &amp; Co.</td>
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<td>13.</td>
<td>AT&amp;T</td>
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<td>14.</td>
<td>Abbott</td>
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<td>15.</td>
<td>Cummins</td>
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<td>16.</td>
<td>Marriott International</td>
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<td>17.</td>
<td>Medtronic</td>
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<td>18.</td>
<td>Kraft Foods</td>
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<td>19.</td>
<td>Aetna</td>
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<td>20.</td>
<td>Target</td>
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<td>21.</td>
<td>Colgate-Palmolive</td>
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<td>22.</td>
<td>Cox Communications</td>
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<td>23.</td>
<td>KPMG</td>
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<td>24.</td>
<td>IBM</td>
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<td>25.</td>
<td>Wells Fargo</td>
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<td>26.</td>
<td>General Mills</td>
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<td>27.</td>
<td>ADP</td>
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<td>28.</td>
<td>Pfizer</td>
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<td>29.</td>
<td>Northrop Grumman</td>
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<td>30.</td>
<td>New York Life</td>
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<td>31.</td>
<td>BASF</td>
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<td>32.</td>
<td>Kellogg Company</td>
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<td>33.</td>
<td>Time Warner</td>
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<td>34.</td>
<td>Rockwell Collins</td>
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<td>35.</td>
<td>Eli Lilly and Company</td>
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<td>36.</td>
<td>Allstate Insurance Company</td>
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<td>37.</td>
<td>Dell</td>
</tr>
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<td>38.</td>
<td>The Coca-Cola Company</td>
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<td>39.</td>
<td>The Walt Disney Company</td>
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<td>40.</td>
<td>WellPoint</td>
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<td>41.</td>
<td>TIAA-CREF</td>
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<td>42.</td>
<td>Monsanto</td>
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<td>43.</td>
<td>TD Bank</td>
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<td>44.</td>
<td>Microsoft</td>
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<td>45.</td>
<td>Bristol-Myers Squibb</td>
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<td>46.</td>
<td>Wyndham Worldwide</td>
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<td>47.</td>
<td>Verizon Communications</td>
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<td>48.</td>
<td>Toyota Motor North America</td>
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<td>49.</td>
<td>Comcast</td>
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<td>50.</td>
<td>jcpenny</td>
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2014 Top 50 Survey Due Feb. 28

• To participate, organization must have 1,000 employees
• Same survey for all specialty lists
• Results announced April 22 in New York City
• For more information, contact top50@DiversityInc.com
DiversityInc Top 50 Areas of Measurement

- Recruitment
- Diameter of Existing Talent
- Structure

- Effective Development Programs
- Movement
- Fairness

- Quality of Program
- Developing Suppliers
- Effective Strategies

- Quality of Accountability
- Executive Involvement
- Representation

Talent Pipeline
Equitable Talent Development
Supplier Diversity
CEO/Upper Management Commitment
Send In Your Questions!

• You may submit your questions via the web by using the text chat box on your screen.

• Simply type in your question and click send.
Recruitment Best Practices From the Top 50

- Social media is the biggest game in town
- **How to Use Social Media for Diversity Recruiting**
  - Train recruiters and staff
  - Link to their profiles
  - Publicize diversity commitment, events, awards
- Bolster relationships with non-profits, schools
- Use **resource groups** as ambassadors, referral sources and for on-boarding – critical to talent retention
Using Resource Groups for Onboarding

- All Companies: 68%
- 2013 DiversityInc Top 50: 84%
Inclusive Recruitment Practices From Top 50

• Don’t assume diversity and inclusion means just hiring based on race/ethnicity and gender (measurable demographics)
• Ensure website, social media reflect inclusiveness for ALL groups, including LGBT people, people with disabilities, workers of all ages
• Develop strong relationships with non-profits associated with LGBT and disability communities and publish these relationships
Have Formal Program to Recruit LGBTs/People with Disabilities

- All Companies: 52%
- 2013 DiversityInc Top 50: 86%
Internal Pipeline Top 50 Best Practices

• Have formal succession planning for diversity
• Mandatory diverse slates for all positions, even if time to fill is delayed
• Insist senior execs have high potential mentees/proteges as part of compensation-linked formal mentoring and sponsorship
• Assess retention gaps for specific demographics
• Use resource groups to find and develop future leaders
• Ensure senior execs are mentors/sponsors and have cultural-awareness training
Using Resource Groups for Talent Development

- All Companies: 79%
- 2013 DiversityInc Top 50: 100%
Have Formal Succession Planning for Blacks, Latinos, Asians and Women (Individually)

- All Companies: 52%
- 2013 DiversityInc Top 50: 92%
Have Cross-Cultural Awareness Training for Mentors

- All Companies: 51%
- 2013 DiversityInc Top 50: 82%
BUILDING A TALENT PIPELINE

Angela L. Talton
SVP, Global Diversity & Inclusion
January 28, 2014
ABOUT NIELSEN
90 YEARS OF INFORMATION MEASUREMENT & INNOVATION

Nielsen is founded, produces the first market research surveys

1923

Nielsen coins the term ‘market share’

1935

First to measure radio listening

1946

First to measure TV viewing

1950

First to scan a grocery item: Juicy Fruit Gum

1974

First to report on three-screen viewing

2008

First social TV ratings

2013

We capture and analyze real-time conversations online across 235 of the most popular US TV channels

We measure the activity of more than 500,000 Online panelists worldwide

We measure 400 billion retail product transactions a year in 600,000+ stores globally

We provide TV audience measurement in 33 countries
OUR COMMITMENT TO DIVERSITY & INCLUSION
OUR DIVERSITY & INCLUSION JOURNEY

Vision & Branding
• Nielsen creates External Advisory Council
• First ERG, HOLA, launched

D&I Leadership Commitment
• Foundation set for ongoing CEO and Executive Leadership commitment
• Vice Chair added Chief Diversity Officer to title
• 25 leaders appointed to single Diversity Council

Leadership Development
• Supplier Diversity spend goals established
• Launched D&I Talent Management Program
• Global expansion of inclusion training

Supplier Diversity Program & Reporting
• Nielsen launches Supplier Diversity Program
• Staffing COE develops quarterly diversity reporting

Strategic Accountability
• D&I strategy leveraging DiversityInc best practices established
• Diversity scorecards by business unit reviewed with NEC Leaders quarterly
• All People Manager inclusion training launched in US
## FOUR DIVERSITY FOCUS AREAS

### IMPORTANT FACTORS THAT INFLUENCE SUCCESS OF OUR DIVERSITY & INCLUSION EFFORTS

<table>
<thead>
<tr>
<th>Recruitment / Networking</th>
<th>Engagement / Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support recruitment efforts and develop networks to increase representation of diverse talent at all levels.</td>
<td>Provide engagement and education opportunities to members, employees, and clients to drive inclusion and increase cultural competence.</td>
</tr>
<tr>
<td><strong>Professional Development</strong></td>
<td><strong>Community Outreach</strong></td>
</tr>
<tr>
<td>Offer professional development opportunities to ensure continuous learning for diverse talent.</td>
<td>Lead and collaborate on community outreach initiatives that align to Nielsen CSR, Public Affairs and Supplier Diversity strategies.</td>
</tr>
</tbody>
</table>
HOW WE DRIVE DIVERSITY

Leadership Accountability

Nielsen Diversity Council

Employee Resource Groups

Supplier Diversity Program

Nielsen External Advisory Council

How do we drive it?
EMPLOYEE RESOURCE GROUPS

AAL  
Asian Americans Link

SABLE  
Sustaining Active Black Leadership & Empowerment

PRIDE  
Lesbian, Gay, Bisexual, Transgender & Allies

HOLA  
Hispanic Organization of Leaders in Action

ADEPT  
Abled & Disabled Employees Partnering Together

WIN  
Women in Nielsen

SERV  
Support & Employee Resources for Veterans
OUR RESPONSIBILITY TO DEVELOP LEADERS
# BUILDING AN ACADEMY COMPANY

**Attracting, engaging and rewarding talent**

<table>
<thead>
<tr>
<th>ATTRACT</th>
<th>ENHANCE</th>
<th>BUILD TALENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUILD PIPELINE</strong></td>
<td><strong>ONBOARDING</strong></td>
<td><strong>BENCH</strong></td>
</tr>
<tr>
<td>Diversify our workforce with differentiated experiences</td>
<td>Deliver a consistent experience for candidates and new hires...new exec focus</td>
<td>Leverage social media and Nielsen brand in markets</td>
</tr>
<tr>
<td><strong>ANSWER WHAT’S POSSIBLE/NEXT</strong></td>
<td><strong>BETTER PREPARE LEADERS</strong></td>
<td><strong>CREATE CONNECTIONS</strong></td>
</tr>
<tr>
<td>Introduce Nielsen Employee Experience</td>
<td>Global leadership development programs</td>
<td>Establish more fluid movement of talent across business</td>
</tr>
<tr>
<td><strong>ALIGN COMPENSATION</strong></td>
<td><strong>REWARD GOOD HEALTH</strong></td>
<td><strong>BUILD TRANSPARENCY</strong></td>
</tr>
<tr>
<td>Exec comp w/ shareholders, Competitive pay</td>
<td>Globally focus on healthier lifestyle choices, Make employees informed consumers</td>
<td>Deepen associate understanding of rewards &amp; recognition</td>
</tr>
</tbody>
</table>
GREAT LEADERSHIP LEADS TO BETTER BUSINESS PERFORMANCE

Strong Leadership → Builds Performance Culture → Better Talent → Better Business Performance
DIVERSITY & INCLUSION TALENT MANAGEMENT NETWORK
18 month leadership development program

Focused on....

- Cross Cultural Coaching
- Executive Networking
- Knowledge Build

- Executive Talent
- Core Talent (D&I-TMN)
- Entry Level Talent
- Nielsen Leadership for Rising Leaders
PROVIDING A “MINI MBA” EXPERIENCE

Quarterly design focuses on skill development through coursework, networking, and coaching

WEB BASED TRAINING
Online curriculum identified through Harvard ManageMentor to build acumen and skillset development

NIELSEN EXECUTIVE LED WORKSHOPS
Series of workshops led by Nielsen’s senior and executive team to provide exposure to leadership and increase business knowledge

CASE STUDIES
Case studies and projects focused on current business issues to promote cohort networking and assess participants’ application of learning
GLOWING REVIEWS FROM PROGRAM PARTICIPANTS

If I knew then, what I know now, I 100% would want to repeat this experience.

My confidence level is going up and others can see it.

The faculty led workshops have been invaluable.

I have become more assertive in my pursuit of internal opportunities.

Before this program, I was beginning to wonder if my time at Nielsen had expired.

I now see a future at Nielsen.
IDENTIFYING THE RIGHT COACHES & PARTICIPANTS TO BUILD STRONG CACHET

<table>
<thead>
<tr>
<th>COACHES</th>
<th>PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>VP level or higher</td>
<td>Mid-career (high turnover population)</td>
</tr>
<tr>
<td>Depth of Organization Experience</td>
<td>At least 2 years with Nielsen</td>
</tr>
<tr>
<td>Leadership Expertise</td>
<td>Two consecutive years of high performance</td>
</tr>
<tr>
<td>Passion for developing talent</td>
<td>Desire to commit to the program</td>
</tr>
<tr>
<td>Diverse representation</td>
<td>Interest in self-inspection/improvement</td>
</tr>
<tr>
<td>Diverse representation</td>
<td>Diverse background, critical to retain</td>
</tr>
<tr>
<td>2-3 hours/month availability</td>
<td>Representation across all ERGs</td>
</tr>
</tbody>
</table>
BEFORE THIS PROGRAM I THOUGHT MY TIME HERE HAD EXPIRED. I NOW SEE A FUTURE AT NIELSEN.

LESSONS LEARNED IN BUILDING A MORE DIVERSE SLATE

COMMITMENT
Participants and coaches are sincerely engaged in the program, committed to the process and dedicated to the program’s success.

SELECTIVITY
Three participants have left the organization since launch. Exit conversations suggest that their program involvement came “too late.” Candidate identification will focus on at risk populations and mitigating attrition.

CREATING A NETWORK
Network is in the name of the program though participants are geographically spread out. To build a sense of connectedness, local activities are being conducted at Nielsen campuses.
PROGRAM SCORECARD USED TO ENSURE SUCCESS AND SUSTAINABILITY

EXPERIENCE:
WHAT DO PARTICIPANTS AND COACHES *REALLY* GET OUT OF THE PROGRAM?

RETENTION & MOVEMENT:
ARE PARTICIPANTS STAYING AT THE COMPANY AND MOVING TO NEW ROLES?

LEADERSHIP DEVELOPMENT:
HOW HAVE PARTICIPANTS GROWN IN THEIR SKILLS RELATIVE TO THE NIELSEN LEADER PROFILE?

APPLICATION:
ARE PARTICIPANTS APPLYING LEARNING FROM THIS EXPERIENCE TO THEIR ROLE?
CREATING A MORE DIVERSE LEADERSHIP BY ORGANICALLY DEVELOPING ASSOCIATES TO ASSUME LEADERSHIP ROLES
Building a Diverse Internal Talent Pipeline

Laura Long, MBA
Director, National Workforce Planning and Development
Kaiser Permanente

- 38+ Hospitals and 611 Medical Offices across 8 states
- 9.1M patients/members
- Employees: 175,000
- Physicians: 17,000
- Largest Labor Management Partnership- 106,000 employees

<table>
<thead>
<tr>
<th>Sample Classification</th>
<th>Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurses</td>
<td>49,000</td>
</tr>
<tr>
<td>Medical Assistants</td>
<td>9500</td>
</tr>
<tr>
<td>Imaging</td>
<td>5000+</td>
</tr>
<tr>
<td>Clinical lab scientists</td>
<td>4000</td>
</tr>
<tr>
<td>medical technologists</td>
<td></td>
</tr>
<tr>
<td>Pharmacy techs</td>
<td>3632</td>
</tr>
<tr>
<td>Certified Nurse Assistants</td>
<td>2400</td>
</tr>
</tbody>
</table>

Large Scalability

Sample Classification

- Nurses
- Medical Assistants
- Imaging
- Clinical lab scientists
- Pharmacy techs
- Certified Nurse Assistants

Headcount

- 49,000
- 9500
- 5000+
- 4000
- 3632
- 2400

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Our Existing Workforce is a Diverse Talent Pool

- **All Employees**
  - White: 41%
  - African American: 13%
  - Hispanic: 18%
  - Asian: 26%
  - Other: 2%

- **Clinicians**
  - White: 42%
  - African American: 11%
  - Hispanic: 14%
  - Asian: 31%
  - Other: 2%
Workforce Planning and Development Model

- Strategic Workforce Planning
- Recruitment and Retention
- Training and Education
- Career Development

Financial Investments:
- Tuition Reimbursement and Education Trusts

Degree completion, certifications
Career Counseling
Individual Stipends
Prerequisites, continuing education, and skill building
Regional Training Programs
Addressing the Obstacles

- Career Counseling
- Access to prerequisites and training programs
- Balancing work/life and school

“Once you step forward, you realize you can do it. It takes sacrifice and effort, but you see that it’s possible.”

Sandra Da Rocha
Medical Assistant
KP San Diego
Increased Diversity Amongst Tuition Reimbursement Users

- Linking our TR to workforce planning and development enables us to determine who is taking advantage of the resource
- Tracking of this data shows that we are reaching our diverse employees

### Tuition Reimbursement Race/Ethnicity 2013

<table>
<thead>
<tr>
<th>Certification or License</th>
<th>American Indian/Alaskan Native</th>
<th>Asian</th>
<th>Black/African American</th>
<th>Hispanic/Latino</th>
<th>Native Hawaiian/Other Pacific Islander</th>
<th>White</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>0.4%</td>
<td>32.4%</td>
<td>10.2%</td>
<td>21.2%</td>
<td>2.1%</td>
<td>33.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CEU</th>
<th>American Indian/Alaskan Native</th>
<th>Asian</th>
<th>Black/African American</th>
<th>Hispanic/Latino</th>
<th>Native Hawaiian/Other Pacific Islander</th>
<th>White</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>0.4%</td>
<td>28.6%</td>
<td>4.8%</td>
<td>11.7%</td>
<td>0.8%</td>
<td>53.6%</td>
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</table>

<table>
<thead>
<tr>
<th>Degree Programs</th>
<th>American Indian/Alaskan Native</th>
<th>Asian</th>
<th>Black/African American</th>
<th>Hispanic/Latino</th>
<th>Native Hawaiian/Other Pacific Islander</th>
<th>White</th>
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<tr>
<td></td>
<td>0.4%</td>
<td>20.4%</td>
<td>18.9%</td>
<td>26.7%</td>
<td>2.0%</td>
<td>31.6%</td>
</tr>
</tbody>
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Career Development

- Career Paths
- Career Counselors
- Tools to explore careers
Access to Education and Training

- In addition to career development, we provide the below services through the education trusts.

**Access to Education**
- College Prerequisites
- Degree Completion
- Clinical training programs

**Skill Development**
- Intro and Prep courses
- Computer training
- Skill enhancement

**Continuing Education**
- Clinical refresher courses
- Specialty training
Education Trusts Enable and Support Diversity

- Ben Hudnall Memorial Trust provides access to workforce development programs for over 42,000 Kaiser Permanente employees
- Over 12,000 employees voluntarily access services (~30% utilization)
- KP invests over $12 million/yr in the BHMT

**BHMT Population Race/Ethnicity 2013**

<table>
<thead>
<tr>
<th>Population</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>White</td>
<td>35.6%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>18.8%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>17.0%</td>
</tr>
<tr>
<td>Asian</td>
<td>26.8%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>0.5%</td>
</tr>
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</table>
Education Trusts are a Gateway to Career Mobility

- Access to college prep/program prerequisites position employees for entry into clinical programs: removing up-front costs and facilitated registration
- Rich diversity in employee participation
  - Approximately 90% of participants completing college prerequisites through BHMT had never utilized KP Tuition Reimbursement

BHMT College Prep and prerequisite courses
Race/Ethnicity 2013

- American Indian/Alaskan Native: 0.4%
- Asian: 6.8%
- Black/African American: 44.7%
- Hispanic/Latino: 25.0%
- Native Hawaiian/Other Pacific Islander: 0.9%
- White: 22.1%
Addressing a Major Obstacle to Degree Completion

- Individual stipends allow up to 8 hrs of wage replacement per week to support completion of certification or degree programs
Return on Investment

- Program outcomes show significant impact on Diversity, Retention, Career Mobility, and Wage Progression

Reduction in contracted workforce

Reduction in external recruitment

Skill enhancement to improve efficiency and patient care

ROI
Working Her Way Up

DONNA FRASER’S CAREER STEPS

- Clinical Assistant 1992
- Urgent Care Tech 2000
- LPN Degree 2009
- RN Degree 2011
- Lead RN 2013

STEP 1
STEP 2
STEP 3
STEP 4
STEP 5
Summary: Internal Pipeline for Diverse Workforce

Workforce planning and development provides increased access to education and training resources that enhance the diversity of our workforce.

- Remove barriers to education and training for incumbent employees
- Provide allied health and nursing career upgrade training for entry and mid-level classifications
- Access to financial resources to support education
- Promotion of over 100 career pathways to inform mobility
- Expanded access to required college courses for allied health and nursing career programs
- Efficient tuition reimbursement process to encourage utilization
- Continuing education offerings to create culture of life-long learning

Increased pipeline of high quality and appropriately skilled diverse workforce
2014 Web Seminar Schedule

• February 25 – Resource Groups
• March 25 – Equitable Talent Development/Succession Planning
• April 29 – Diversity Department Structures
• May 20 – DiversityInc Top 50 Best Practices
• June 24 – CEO Commitment
• July 22 – Supplier Diversity
• September 16 – Mentoring and Sponsorship
• October 14 – Diversity Councils
• November 4 – Diversity Metrics

Please contact customer service at webseminars@diversityinc.com
The 2014 DiversityInc Top 50 Event
Best Practices Conference and Announcement Dinner

APRIL 22, 2014  CIPRIANI WALL STREET, NEW YORK CITY • MUSEUM OF AMERICAN FINANCE

Sponsored By

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• You will receive a follow-up e-mail from us containing the link to download this presentation for future reference

• The presentation will be available approximately 72 hours after this event

• Questions? Call (973) 494-0506