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FIGURE 1 - TRACEABILITY TO GRI, SASB AND UN ______ 36
Andrew M. Appel
Member, IRI Board of Directors
CEO and President, IRI

Bajit “Bal” Dail
Member, IRI Board of Directors
President, IRI Global
Dear IRI Stakeholders,

Welcome to the first-annual IRI Corporate Sustainability Report (CSR).

Though we haven’t previously publicized our sustainability efforts, we have long embraced the principles of sustainability and embedded them in how we plan, operate and innovate at IRI. As a global business, we recognize the importance of our role in the world at large. For years, we have been focused on social responsibility, environmental stewardship and holistic governance as we build and sustain long-term financial profitability for our stakeholders. As a response to our many clients and others who regularly inquire about these particular areas, we decided it was time to put together an official CSR to document our efforts and our long-standing commitment to our stakeholders and the world, nations, cities and communities in which we live and work.

As the United Nations highlights amongst its Sustainable Development Goals, partnership is key. We have been partnering with investors, customers, employees, suppliers and other stakeholders for four decades, and we began working with sustainability firm Green Diamond in 2018 to further elevate our sustainability strategy and communication. We are committed to this CSR report being the first in a series we will share annually to ensure that all our stakeholders understand our business practices, and that our ongoing and future initiatives benefit IRI and everyone with whom we work.

In this report, you will learn more about how we balance our economic prosperity, environmental stewardship and social responsibility, and discover some of the exceptional work and people at IRI. In 2018, some of the achievements of which we’re most proud while having delivered healthy financial returns for our shareholders include having grown our revenues in double digits while increasing our charitable giving and improving our CDP Climate Change score. These are just a few highlights.

Looking ahead, we’re optimistic about achieving new goals, such as improving our third-party attestation score around environment and sustainable procurement. Our goal as a company, in all areas of our business practices, is to leave the firm and our corner of the world better than we found them.

Thank you for being part of our journey and letting us be part of yours. We look forward to continuing to connect with you to sustain the world and our leading role in it as we deliver new levels of growth to our clients.

Sincerely,

Andrew M. Appel

Baijit “Bal” Dail

Member, IRI Board of Managers

CEO and President, IRI

Member, IRI Board of Managers

President, IRI Global
Company Profile

ORGANIZATION
Information Resources, Inc. (IRI) is a Delaware corporation with global headquarters located at 150 North Clinton St., Chicago, IL 60661 and international headquarters located at 1 Arlington Square, Downshire Way, Bracknell Berkshire, RG12 1WA UK.

IRI is organized by regions – North America, Europe, Asia Pacific – and has global leaders and clients. We jointly coordinate global initiatives and have global centers of excellence to ensure clients can access leading industry experts and receive the highest levels of service.

As of the end of 2018, IRI had more than 5,000 clients worldwide, including most of the world’s leading CPG manufacturers and retailers. IRI works with eight of the top 10 retailers in North America, six of the top 10 retailers in Europe and 95 of the top 100 CPG manufacturers worldwide.

BRANDS, PRODUCTS AND MARKETS
As one of the original innovators in big data, IRI provides integrated data, predictive analytics and forward-looking insights that help CPG, over-the-counter health care organizations, retailers, financial services and media companies grow their businesses. The company has a large repository of purchase, media, social, causal and loyalty data, all integrated on an on-demand, cloud-based technology platform, IRI Liquid Data®.

Liquid Data, used by more than 600 companies globally, offers a comprehensive view of the consumer and the market. It includes 30+ applications to enable high-powered insights and analytics, comes with hundreds of pre-integrated data sets for use in IRI’s public cloud solution and can be further enriched with client data in a tailored private cloud environment. Liquid Data connects, integrates and aligns data across multiple dimensions.
of brand, customer, segment, geography, channel, store and time and uncovers relevant patterns to determine the specific action steps clients should take for growth.

An important part of Liquid Data is its visualization layer, IRI Unify® visualization, which enables fast access to insights in Liquid Data from any device. Unify provides a single point of global access to all Liquid Data solutions and delivers role-based insights delivered in an easy-to-use format. It’s also the only visualization optimized specifically for CPG data and global access on any device while being highly flexible, scalable and allowing personalization by the user.

Liquid Data includes the IRI Data Cloud, which consists of the largest collection of pre-integrated market, consumer, causal, media and client data sets. Its market data includes point-of-sale (POS) data covering more than $2 trillion of annual tracked spend globally, billions of e-commerce baskets and transactions from billions of frequent shopper cards.

With these core data assets together in one platform (IRI Liquid Data), IRI plays a key role at the center of the manufacturer, retail, media and consumer relationship. We believe that strong data and analytics capabilities are some of the last remaining sources of competitive advantage, particularly in the CPG and retail industries. Through our integrated data, prescriptive analytics and leading technology, we are enabling companies to have a relentless focus on consumers, collaborate more effectively, protect and grow share, and meet their business objectives.
Currently, IRI is actively selling more than 100 products across the globe and access to 30+ applications. IRI’s products fall within six key areas:

1. **Market Performance and Measurement**: From market measurement/point-of-sale (POS) tracking – in-store and online – to innovation, in-store performance audits, forecasting and consulting, our market performance and strategy solutions help companies better understand their brands’ positions and how to grow.

2. **Consumer and Shopper**: IRI’s solutions in this area provide deep shopper insights, segment planning, opportunity sizing and activation strategies that empower companies to win more sales and shoppers. It includes our survey and panel capabilities, and IRI ProScores®, our purchase propensity models that forecast 12-month spend across brands and categories for every household in the U.S., as well as millions of frequent shopper program/loyalty cards.

3. **Analytics and In-Market Execution**: In order to understand the meaning in vast amounts of data and find new opportunities, these solutions help companies improve and optimize their pricing, promotion and assortment. IRI believe analytics are a competitive advantage for companies.

4. **Media**: IRI’s media solutions are aimed at helping advertisers, their agencies, publishers, and other media industry partners connect what consumers and shoppers view to what they buy. The IRI team works with clients to ensure their advertising is more efficient and effective by helping advertisers cut down on ad waste, target the right audiences with the right messages and offers, and to measure and optimize results. IRI offers a spectrum of media solutions that clients can employ pre-, mid- and post- campaigns. More information can be found here: IRIworldwide.com/Media

5. **Retail**: As the marketplace evolves, e-commerce grows and barriers to entry are reduced, retailers and their supplier partners need quick access to integrated insights to make faster decisions and improve collaboration. This includes having the right products on the right shelves for the right customers. IRI’s Retail Gateways and customized solutions offer retailers and manufacturers a consistent singular view of the business so that they can more closely collaborate and achieve joint success.

6. **Big Data Technology**: IRI offers a full stack of data, analytics, applications and self-service tools, including visualization, collaboration and democratization tools, along with apps, and IRI and client-built algorithms on a cloud-based infrastructure. This helps clients seamlessly manage all their data assets in one place for faster insights and action.
Centers of Excellence

A hallmark of IRI’s business is the Analytics Center of Excellence (ACE). Located in Athens, Greece, this leading body of 220+ seasoned data scientists, developers and consultants, 85% of whom hold at least one MSc and/or PhD, consult on and oversee analytics projects from around the world. In 2018 alone, ACE ran 3,000+ projects with 170+ clients spanning 31+ countries. IRI has received ISO 9001:2008 certification for ACE, demonstrating its commitment to deliver high quality solutions and services and its focus on continuous improvement. You can read more about ACE at the following URL: IRIworldwide.com/en-GB/Company/IRI-Analytics-Centre-of-Excellence-(ACE)

IRI’s Market and Shopper Intelligence Center of Excellence, based in the U.S., assists marketers to connect with consumers and shoppers across as many touchpoints as possible. The team is led by research experts with 30+ years of experience and helps clients across six key areas: consumer insights, market insights, shopper analytics, survey and segmentation, product innovation and e-commerce. Find additional information here: IRIworldwide.com/en-US/Solutions/Consumer-and-Shopper

Partnerships

IRI maintains an industry-leading open partner ecosystem, which ensures that we bring the best of what each has to offer to our clients so that they can achieve new levels of growth. We often partner with competitors if it provides value to our clients. You can learn more about our partnership approach and current partners at IRIworldwide.com/en-US/Company/Partners

2018 INITIATIVES AND BEYOND

In 2018, IRI was proud to launch new products, new research, new partnerships and even a new book. Key highlights include:

Product and Technology Announcements

- IRI launched IRI Complete Audiences, which combines IRI’s audience targeting solutions to help advertisers select an audience composition that best fits their campaign objectives.
- IRI launched enhancements to its online sales measurement and insights solution, E-Market Insights 3.0.
- IRI announced significant enhancements to its next generation consumer and shopper insights solution, IRI Shopper Loyalty™, which now covers more channels, geographies and retailers.
- IRI launched IRI Audience Builder, a new offering in IRI’s audience portfolio, which expanded IRI’s audience development capabilities by providing clients with self-service access to the industry’s largest repository of aggregated multichannel retailer data.
- IRI launched the IRI Liquid Data® Connected Enterprise™, allowing clients to connect data from a myriad of data sources – including files, databases, web APIs and RSS feeds – into IRI Liquid Data and leverage the connected data sets in an unprecedented number of applications.
Partnership Announcements:
• Google selected IRI to join its new measurement partners program, which provides top quality choices to its advertisers across seven specialization areas.
• IRI and Edge by Ascential, a market leader in Amazon data measurement, sales analytics, traffic measurement and search optimization, expanded their partnership to integrate Edge’s item-level sales Amazon data into Liquid Data.
• TV data company Alphonso and IRI announced a partnership to provide advanced TV measurement solutions to brands seeking better ways to understand the true impact of their TV and digital advertising using real-time TV audience viewership data.
• IRI and AnalyticsIQ announced a new partnership that empowers CPG digital marketers to target the most active and influential users of major social media platforms.
• IRI and Claritas, a leading consumer data and segmentation provider, launched a multicultural audience solution for brands to connect with Hispanic and Asian consumers.
• IRI announced a partnership with Data Plus Math (now LiveRamp) to use its TV attribution platform to help TV networks, marketers and agencies identify which elements of a TV advertising campaign to drive the purchase of an advertiser’s products.
• IRI announced partnerships with SPINS®, PlacelQ and Geoscape® to develop and deploy new audience solutions for IRI Verified Audiences™, which provides CPG manufacturers and retailers with unparalleled personalization capabilities based on actual purchase behavior, rather than modeled data.

Other Key Announcements:
• IRI announced that it is implementing artificial intelligence (AI) and machine learning enhancements to its offerings to improve the cutting-edge analytics solutions IRI provides clients. These AI and machine learning-enabled enhancements help marketers to leverage disruptive technology while uncovering and harnessing real-time insights to drive growth.
• IRI and Omnicom Media Group announced that IRI will serve as the preferred consumer packaged goods (CPG) data provider for Annalect, the Omnicom Media Group data and analytics division that supports all Omnicom agencies, including Hearts & Science, PHD and OMD.
• Dentsu Aegis Network announced that M1, its people-based insights, planning, activation and measurement platform, will be the first major agency network to allow custom audience creation utilizing IRI Verified Audiences™ and/or IRI ProScores® audiences to bridge the gap from traditional shopper marketing to national brand marketing.

As IRI continues to provide insights and help companies plan, target, measure and optimize their marketing, it is also leading the charge in the industry to take decades of its insights and analytics and bring them to the front lines of decision-makers. Its augmented decision-making focus is poised to reinvent the insights industry. By leveraging big data, artificial intelligence, machine learning and new decision activation platforms, IRI aims to transform the world of insights and analytics from expert-driven studies and insights into repeatable, automated insights and decisions – radically accelerating speed to execution.
IRI aims to transform the world of insights and analytics from expert-driven studies and insights into repeatable, automated insights and decisions – radically accelerating speed to execution.

<table>
<thead>
<tr>
<th>Today</th>
<th>Tomorrow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyze data</td>
<td>Deliver actionable and measurable decisions</td>
</tr>
<tr>
<td>High-quality insights</td>
<td>Teacher/implementors of automated insights and decision-making via leading data and technology</td>
</tr>
<tr>
<td>Responding to requests</td>
<td>Institutionalizing and democratizing automated insights and augmented decisions</td>
</tr>
<tr>
<td>World-class insight professionals</td>
<td>Leaders in designing and democratizing automated insights and decision making</td>
</tr>
<tr>
<td>Measured on insights and managing data</td>
<td>Measured on change in short- and long-term profit and customer lifetime value</td>
</tr>
</tbody>
</table>

**SIGNIFICANT CHANGES**

In 2018, we experienced a significant change in our capitalization, introducing Vestar Capital Partners to our investment group, but no significant changes in our operations.
Governance

STRUCTURE
IRI maintains a board composed of one (1) chair, seven (7) additional members, and Compensation, Audit, and Information Security and Data Privacy committees. Sustainability oversight is currently a responsibility of management and the Board of Managers.

The board is composed of eight members. For the majority of the year, the average tenure of board members was seven years. As of Nov. 30, 2018, four new members were elected to the board due to a significant investment made by Vestar Capital Partners.

PRECAUTIONARY PRINCIPLE
IRI’s current financial reporting risk management process is managed by its Internal Audit Department. Internal Audit (IA) will discuss risks with the executive leadership team each year and design its audit topics and procedures around the risks that are identified as most prevalent by the group. The IA plan for the year is then built around these risks and communicated to The Audit Committee of the Board of Managers. The Audit Committee of the Board of Managers approves the IA plan each year and receives updates by the IA director a minimum of four times a year. A formal Enterprise Risk Management process is in discussion but was not implemented as of the end of 2018.

ENDORSEMENTS (GRI, CDP, UN, ETC.)
IRI believes in the principles of a range of sustainability standards, protocols and initiatives, including but not necessarily limited to:

- Global Reporting Initiative (GRI);
- United Nations Global Compact / Sustainable Development Goals (UN GC / SDG);
- Sustainability Accounting Standards Board (SASB);
- International Standards Organization (ISO) 9000, 14000, and 27000;
- Carbon Disclosure Project (CDP); and
- ENERGY STAR®, WaterSense®, and other voluntary EPA initiatives;
- Occupational Health and Safety Assessment Series (OHSAS) 18001.

PRIVACY
Protecting the proliferation of data that exists about each of us is of critical importance, especially as the world around us grows more driven and interconnected by technology. IRI has developed policies, notices, procedures, and training programs and maintains a Privacy Office to ensure that the data we collect, use and share in the course of our business is protected. You can access our Global Privacy Policy, General Data Protection Regulation (GDPR) Notice, Privacy Shield Notice, Website Terms and Conditions, and Frequently Asked Questions (FAQs) at the following URL: IRIworldwide.com/en-us/Company/Global-Privacy-Statement/Privacy-Policy-en
Ethics

IRI GLOBAL CODE OF CONDUCT
At IRI, we believe acting ethically and responsibly is not only the right thing to do, but also good for business. Our Global Code of Conduct (our “Code”) addresses challenges that impact our business. It is designed to provide our employees with guidance and give them the resources they need to make ethical choices. You can review the Code at the following URL: IRIworldwide.com/IRI/media/Library/Legal/IRI-Code-of-Conduct.pdf

IRI VENDOR CODE OF CONDUCT
IRI expects that its vendors will share and embrace the letter and spirit of our commitment to integrity. By “vendor,” we mean any firm or individual that provides a product or service to IRI or indirectly to any of its clients. Because of this, IRI expects all vendors and their employees, agents and subcontractors (their representatives) to adhere to the Company’s Vendor Code of Conduct while they are conducting business with and/or on behalf of IRI. You can review the Code at the following URL: IRIworldwide.com/IRI/media/Library/Legal/IRI-VENDOR-CODE-OF-CONDUCT.pdf

GLOBAL COMPLIANCE HELP LINE
Every person, regardless of position, shares in the responsibility for promoting an ethical work environment. In order to make certain that potential issues will be reported, we maintain the IRI Global Compliance Helpline, a phone- and internet-based confidential reporting system that allows employees to report concerns anonymously. It is managed by EthicsPoint, an independent third party. You can review the letter from our CEO to all our employees, emphasizing this resource and its importance, at the following URL: IRIworldwide.com/en-US/Company/Governance/Global-Compliance-Help-Line
The table below lists each of our office locations, along with corresponding information like physical area and headcount on-site at those locations. As you can read in the Materiality section of this report, the subset of sites in the list below comprising the majority of our area and headcount is the main basis for what we consider material and focus on most in this CSR.

<table>
<thead>
<tr>
<th>City</th>
<th>Country</th>
<th>Own vs. Lease</th>
<th>Area (m2)</th>
<th>Area (% Total)</th>
<th>Area (% Total Cum.)</th>
<th>Personnel (#)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago</td>
<td>U.S.</td>
<td>Lease</td>
<td>13,749</td>
<td>32%</td>
<td>32%</td>
<td>767</td>
</tr>
<tr>
<td>Milano</td>
<td>Italy</td>
<td>Lease</td>
<td>5,228</td>
<td>12%</td>
<td>44%</td>
<td>173</td>
</tr>
<tr>
<td>Chambourcy</td>
<td>France</td>
<td>Lease</td>
<td>5,000</td>
<td>11%</td>
<td>55%</td>
<td>329</td>
</tr>
<tr>
<td>Athens</td>
<td>Greece</td>
<td>Lease</td>
<td>3,216</td>
<td>7%</td>
<td>62%</td>
<td>241</td>
</tr>
<tr>
<td>Sydney</td>
<td>Australia</td>
<td>Lease</td>
<td>2,777</td>
<td>6%</td>
<td>69%</td>
<td>238</td>
</tr>
<tr>
<td>Bracknell</td>
<td>UK</td>
<td>Lease</td>
<td>2,275</td>
<td>5%</td>
<td>74%</td>
<td>321</td>
</tr>
<tr>
<td>Zaltbommel</td>
<td>Netherlands</td>
<td>Lease</td>
<td>2,000</td>
<td>5%</td>
<td>79%</td>
<td>141</td>
</tr>
<tr>
<td>Madrid</td>
<td>Spain</td>
<td>Lease</td>
<td>1,434</td>
<td>3%</td>
<td>82%</td>
<td>67</td>
</tr>
<tr>
<td>Nuremberg</td>
<td>Germany</td>
<td>Lease</td>
<td>1,200</td>
<td>3%</td>
<td>85%</td>
<td>65</td>
</tr>
<tr>
<td>Cape Town</td>
<td>South Africa</td>
<td>Lease</td>
<td>997</td>
<td>2%</td>
<td>87%</td>
<td>71</td>
</tr>
<tr>
<td>Dusseldorf</td>
<td>Germany</td>
<td>Lease</td>
<td>991</td>
<td>2%</td>
<td>89%</td>
<td>54</td>
</tr>
<tr>
<td>Johannesburg</td>
<td>South Africa</td>
<td>Lease</td>
<td>738</td>
<td>2%</td>
<td>91%</td>
<td>23</td>
</tr>
<tr>
<td>Melbourne</td>
<td>Australia</td>
<td>Lease</td>
<td>614</td>
<td>1%</td>
<td>92%</td>
<td>36</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>U.S.</td>
<td>Lease</td>
<td>603</td>
<td>1%</td>
<td>94%</td>
<td>23</td>
</tr>
<tr>
<td>Ellerslie</td>
<td>New Zealand</td>
<td>Lease</td>
<td>660</td>
<td>2%</td>
<td>95%</td>
<td>39</td>
</tr>
<tr>
<td>Bentonville</td>
<td>U.S.</td>
<td>Lease</td>
<td>585</td>
<td>1%</td>
<td>97%</td>
<td>28</td>
</tr>
<tr>
<td>San Juan</td>
<td>U.S.</td>
<td>Lease</td>
<td>519</td>
<td>1%</td>
<td>98%</td>
<td>46</td>
</tr>
<tr>
<td>Divonne Les Bains</td>
<td>France</td>
<td>Lease</td>
<td>300</td>
<td>1%</td>
<td>98%</td>
<td>6</td>
</tr>
<tr>
<td>Calgary</td>
<td>Canada</td>
<td>Lease</td>
<td>292</td>
<td>1%</td>
<td>99%</td>
<td>16</td>
</tr>
<tr>
<td>Silverstone</td>
<td>UK</td>
<td>Lease</td>
<td>224</td>
<td>1%</td>
<td>100%</td>
<td>28</td>
</tr>
<tr>
<td>Seoul</td>
<td>South Korea</td>
<td>Lease</td>
<td>75</td>
<td>0%</td>
<td>100%</td>
<td>3</td>
</tr>
<tr>
<td>Toronto</td>
<td>Canada</td>
<td>Lease</td>
<td>50</td>
<td>0%</td>
<td>100%</td>
<td>13</td>
</tr>
<tr>
<td>Causeway Bay</td>
<td>Hong Kong</td>
<td>Lease</td>
<td>50</td>
<td>0%</td>
<td>100%</td>
<td>4</td>
</tr>
<tr>
<td>Vancouver</td>
<td>Canada</td>
<td>Lease</td>
<td>10</td>
<td>0%</td>
<td>100%</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td></td>
<td><strong>43,587</strong></td>
<td><strong>100%</strong></td>
<td><strong>2,734</strong></td>
<td></td>
</tr>
</tbody>
</table>
OPERATIONS
As of the end of 2018, IRI was operating 20+ sites, dispersed across 15 countries, and we leased 100% of them. Of those, 12 accounted for at least 90% of our headcount, physical footprint or revenue.

WORKFORCE
As of the end of 2018, IRI employed roughly 5,100 personnel worldwide, more than 98% of whom held permanent full-time status and 32% of whom were located in the U.S.
IRI continued to respect its employees’ rights to collective bargaining and worked in good faith with unions in Germany, France, the Netherlands and Italy. Overall, only a minority of our personnel worldwide belonged to unions in 2018.

SUPPLY CHAIN (AND RISK)
Our suppliers are among our key stakeholders. In 2018, we had 4,000+ suppliers worldwide, spanning 10+ countries, but the majority of our total spend was in the U.S., and 90%+ of our spend was concentrated in five countries:
• U.S. (65%)
• UK (9%)
• France (7%)
• Australia (6%)
• Italy (3%)

Given the ever-changing landscape of business practices, requirements, and laws across our supply chain, we focus on both strategic sourcing and redundancy to ensure a balance of optimal pricing and continued availability. We also pre-screen all and selectively audit some suppliers to ensure they comply with our policies and help sustain our performance.

MEMBERSHIPS
IRI recognizes the importance of being part of an ecosystem of organizations trying to achieve and sustain performance together, and in some cases helps lead those organizations. For instance, in 2018, IRI became a founding member of the Bot Fraud Prevention Council, a council dedicated to working with the Trustworthy Accountability Group and others to set technology and measurement standards to identify and remove bot accounts from social media platforms.

In 2018, the organizations with which IRI was associated included but were not necessarily limited to:
• Advertising Research Foundation (ARF)
• Association of National Advertisers (ANA)
• Australasian Association of Convenience Stores (AACS)
• Australian Drinks Association
• Australian Food and Grocery Council
• Bot Fraud Prevention Council (BFPC)
• BSI Bundesverband
• Category Management Institute
• Columbia Business School
• Consumer Healthcare Products Association (CHPA)
• Consumer Health Products Association
• Dignity at Work
• EASE – Association of Chief Executive Officers
• ECR Greece
• EEDE – Hellenic Management
• ESOMAR
• Food and Grocery Association
• Food Marketing Institute (FMI)
• Grocery Manufacturers Association (GMA)
• International Association of Privacy Professionals
• International Dairy Deli Bakery Association (IDDBA)
• International Standards Organization (ISO)
• Markenverband eV
• Market Research Society
• National Association of Chain Drug Stores (NACDS)
• National Association of Convenience Stores (NACS)
• National Association of Retail Traders of Australia
• National Confectioners Association (NCA)
• National Frozen and Refrigerated Foods Association (NFRFA)
• National Grocers Association (NGA)
• Network of Executive Women (NEW)
• New York University Stern School of Business
• Path to Purchase Institute
• Retail Drinks Association
• Shop! Association
• Snac International
• Synthec
• The Data Institute
• Trustworthy Accountability Group
• Wissenschaftliche Gesellschaft WIGIM
Management Approach

As a for-profit corporation, IRI understands that its fiduciary responsibility to shareholders is to efficiently and effectively manage its financial bottom line, and it understands that managing social responsibility, environmental stewardship and other non-financial factors is essential to sustaining it over the long term. In addition to long-term, holistic planning and rigorous corporate governance, the other key elements of our approach to managing healthy economic returns include strong management, collaborative decision-making, transparent reporting and continuous innovation.
Performance

REVENUE AND EARNINGS
IRI’s 2018 revenues were over one billion dollars. Also, our revenue from 2017 to 2018 increased 10% and adjusted EBITDA increased 6% over the same period. In addition, IRI has maintained sustained growth in revenue and EBITDA over the last 10 years.

CONTRIBUTION OF SUSTAINABLE PRODUCTS
With the understanding that sustainability is imperative for any organization aiming to preserve its financial bottom line, IRI continued, in 2018, to improve its sustainability footprint. We believe that the products we sell are a direct reflection on the areas of focus we have around People, Profit and Planet. Our commitment to our Human Capital, Ethics, Sustainable Procurement and Environment has a direct link to the quality and sustainability of our products as illustrated throughout this report. We measure this commitment through a third-party evaluation of our Corporate Social Responsibility and Sustainability Management System. The results of this review indicate that we score above the other firms in our industry in Ethics and Human Capital. Our improvement area for the future will be in the area of Sustainable Procurement and Environment, for which we were rated below the industry average.

Innovation

While big data, analytics and technology is IRI’s business, innovation is our DNA. IRI has continually leveraged first-to-market technology to disrupt the status quo to propel our clients’ businesses into the future and meet their evolving needs. It began with the launch of BehaviorScan in 1980 and then our creation of Infoscan in 1987, which was the first national scanner-based tracking system, gathering point-of-sale data based on bar codes to track what customers purchase in the grocery store. IRI’s focus on innovation and new technology continued through the 1990s and 2000s when, in 2008, it introduced IRI Liquid Data®. The technology platform revolutionized the industry with its disaggregated data, automated analytics and breakthrough in-memory technology, years ahead of competitors, and the platform, along with IRI’s products, continues to receive ongoing enhancements to make it better and faster to support business decision making.

Several times each month, IRI hosts client webinars for hundreds of clients, speaks at leading industry conferences and publishes white papers to share its latest research, insights and best practices in the industry, with the goal of helping clients improve their knowledge and find ways to improve their businesses.

As part of this effort, IRI also holds its U.S. Growth Summit with 1,500+ clients and its International Growth Summit with 300+ clients to share the company’s latest thought leadership and provide a detailed look at its newest products and innovations.

IRI is regularly acknowledged by tier-one industry analysts from Gartner and Forrester for its leading technologies and having the world’s largest integrated consumer data set. We have been recognized in more than 60 pieces of third-party, objective and unbiased research studies to date. IRIworldwide.com/en-US/News/Analyst-Reports
Currently, IRI is focusing on taking its innovation to the next level by creating products that accelerate access to insights and embedding artificial intelligence, machine learning and automation into several of its new and existing products. IRI’s technology is rapidly advancing on this front with voice-enabled platforms, customization and collaboration. We are working daily to automate insights, leverage augmented decision making and automate execution in order to help our clients spend less time looking for information and more time on making the right decisions for their businesses. Learn more about IRI’s history of innovation here: [IRIworldwide.com/en-US/Company/History](http://IRIworldwide.com/en-US/Company/History)

**INTELLECTUAL PROPERTY**

IRI also recognizes the importance of protecting its intellectual property. IRI’s highest concentration of patents are for its Liquid Data, covering novelties ranging from using and navigating virtual hierarchies to reducing query time to automating item placement. The remainder of its patents span innovations in data visualization, cross-retailer shopper panels, data standardization and fusion methods, and testing.

Bringing its total to more than 20 U.S. patents awarded, IRI finished 2018 with two new patents awarded and one new patent application filed.

**VITALITY**

For 2018, IRI estimates that 80% of its revenues were attributable to new products it introduced within the prior 36 months.
Management Approach

IRI leases 100% of our office space, and often utilities, such as cooling, heating and waste disposal services, are managed by our lessor. IRI continues to work with our lessors to obtain environmental data related to our activities and implement recycling and conservation strategies.

IRI practices good stewardship in the consumption of electricity, natural gas and water in the office spaces we use. Where feasible, we attempt to implement solutions to reduce our consumption as well as recycle waste materials, including cardboard and electronics.
Energy

ENERGY CONSUMPTION
Our primary consumption of energy is in the form of electricity and natural gas. Our total energy consumption in 2018 was 44,000 gigajoules, composed of 61% electricity and 39% natural gas from locations within our material footprint. All electricity consumed was purchased from the grid. Our headquarters, at 150 N Clinton, accounted for the largest consumption of energy at 14,500 GJ of electricity, and 5,500 GJ of natural gas. This location is also responsible for approximately one-third of our annual Scope 1 and Scope 2 emissions.

IRI is proactive in finding ways to reduce our energy needs. Past projects have included upgrading to more energy efficient lighting, and replacing aging infrastructure such as HVAC and elevator systems. In 2018, IRI established a goal of achieving a minimum of 1% per year reduction in energy intensity through 2025 over our 2018 baseline.

RENEWABLE ENERGY
In 2018, IRI obtained approximately 8% of electricity from renewable sources at our Chicago headquarters, our largest site globally. We continue to evaluate ways to increase renewable energy solutions into our energy needs.

ENERGY INTENSITY
We define our energy intensity as energy consumption in gigajoules (GJ) per square meter (m²) of our leased space. In 2018, our energy intensity was 1.1 GJ/m², based on electricity and natural gas consumption from over 80% of our leased office space.

AIR INTENSITY
We define our CO2 intensity as metric tons of CO2 per square meter or leased space. In computing CO2, we include our consumption of electricity and natural gas, using a market-based approach for our U.S. locations and a location-based approach for non-U.S. locations. Standard conversion factors are used to compute CO2 emissions from energy use. In 2018, our CO2 intensity was 0.086 tonnes CO2e/m².
Water

WATER CONSUMPTION
We estimate our total water consumption at 7.9 million gallons based on high-quality data available based on the majority of our footprint.

BASELINE WATER STRESS
In 2018, 20% of IRI’s total water consumption was by sites that reported the use of water in areas the World Resource Institute defines has having High, or Extremely High, baseline water stress.

WATER INTENSITY
Water intensity is calculated as gallons consumed per square meter of space leased. For 2018, our average intensity was 181 gallons/m².

Waste

WASTE PRODUCTION
We generated over 70 metric tons of office related waste, of which approximately 60% was recycled and 40% was landfilled.

RECYCLING
In 2018, we recycled over 40 tonnes of cardboard and paper, and approximately 2 tonnes of electronic waste composed of monitors, PC equipment and hard drives. In addition, IRI’s offices continue to participate in on-site collection for recycling of batteries, aluminum, glass, plastics, ink and toner cartridges and coffee pods.

WASTE INTENSITY
Based on data from our single largest location, our waste intensity in 2018 was 3.1x10⁻³ tonnes/m².
Management Approach

IRI recognizes the importance of maintaining and promoting the fundamental human rights of employees by operating under policies that:

• Promote a workplace free of discrimination and harassment
• Prohibit child labor, forced labor and human trafficking
• Provide fair and equitable wages, benefits and other conditions of employment in accordance with local laws
• Provide humane and safe working conditions
• Recognize employees’ rights to freedom of association and collective bargaining

Our approach to being responsible to people is often first a function of keeping them safe. In our business, we do not face the kind of risks that mining, manufacturing and other companies face with higher physical risks, but we still prioritize health and safety. Building on that foundation, our approach then often focuses on finding the best talent and investing in their development. We also work hard to manage the diversity of our workforce, to engage actively with them and to encourage them to engage with the communities in which we all live and work.
Health and Safety

The two primary ways we manage health and safety are to minimize incidents and lost days, and each of our locations complements our global policy with local additions as appropriate. Our policy highlights key elements we tend, such as the provision of:

- A healthy working environment.
- A safe place in which to work with safe means of access and egress.
- Suitable and sufficient information, instruction, training and supervision to enable all staff to comply with the Health and Safety Policy.
- Safe equipment and systems of work.
- Arrangements for the safe use, handling, storage and transport of articles, materials and substances.
- Appropriate management procedures and consultative arrangements to monitor and audit compliance with the Health and Safety Policy.
- Appropriate arrangements to assess and control risks associated with work activities undertaken at IRI premises or by IRI personnel.
- Appropriate procurement policies to ensure that only competent contractors and suppliers are engaged by IRI.

INCIDENTS

To measure how well we minimize health and safety incidents, we track our reportable Incident Rate, which measures the number incidents normalized to 100 full-time personnel, or 200,000 person hours. For 2018, our Incident Rate was 2.9. Internationally, all locations except one reported no incidents. One location reported a nominal number of incidents.

LOST DAYS

To measure how well we minimize time lost as a result of those incidents, we track our Lost Day Frequency Rate, which measures the number of lost days normalized to 100 full-time personnel, or 200,000 person hours. For 2018, our Lost Day Frequency Rate was 3.6. Internationally, all locations except one reported no lost days. One location reported a minimal number of lost days.
Human Capital

TRAINING
At IRI, we invest to provide our personnel ongoing learning and professional development. Including via our online university, we deliver a wide range of learning and development resources, including webinars, computer-based training, thought leadership, and instructor-led classes. We also do comprehensive training and briefings as we launch new products, so our personnel serving clients understand and can speak confidently to them about the offerings.

In 2018, all our employees received some form of training. On our eLearning system alone, more than 18,000 offerings were accessed by more than 1,700 employees across more than 400 topics. For our Insights, Analysis and Solutions Certification (IASC) training, we provided instructor-led training to more than 1,800 employees, fulfilled almost 12,000 requests for email answers and/or one-on-one coaching, and trained almost 400 people to train others. We also had almost 700 employees complete our Becoming an Expert (BAE) training and over 2,300 engage in Advantage Share Group (ASG) interactive webinars we conducted to provide continuing education.

As a partner, we also recognize the importance of investing in our clients’ human capital. So, throughout 2018, we also continued to train them on our Unify and other solutions and best practices to succeed.

DIVERSITY AND INCLUSION
We believe a diverse and inclusive workforce yields the possibility of better and more lasting results, and our chief legal officer also doubles as our diversity and inclusion champion, enhancing top-down accountability and results. In 2018, excluding field employees, our percentage of female employees was 50%, continuing the upward trend toward equality we’ve achieved since 2015.

For the year ending 2018, the percentage of our employees who represented minority races and/or ethnicities was 24%, continuing our 5% improvement over 2015. Asian, African American and Hispanic accounted for our largest minority constituencies.
We also continued our tradition of making our support known for all gender identifications and sexual orientations, such as by educating our workforce about the 50th anniversary of Stonewall, highlighting our membership in the Business Coalition for the Equality Act, hosting a panel with Pepsi, Conagra, Kraft Heinz and DLA Piper about strategies for improving diversity in the workplace and LGBTQ outreach, and reinforcing the education, offering free treats, and encouraging people to convene and take and share photos on social media throughout Pride Month.

**EMPLOYEE ENGAGEMENT**

To meet our goals and continue to deliver growth to our clients, we need ongoing input and feedback from our most important assets — our employees. From town halls to announcements to surveys, IRI relies on various forms of employee engagement to understand how to create the best place to work. In recent years, employee engagement has resulted in increased awareness of and enhancements to employee recognition programs, knowledge sharing, team building, and acquiring, promoting and retaining talent. Through IRI’s most recent global employee survey, conducted in 2017, IRI heard from 3,000+ respondents, a stellar 87% response rate, with Asia-Pacific employees topping responsiveness at 96%. Four major continuous improvement themes emerged from the employee feedback, and our executive leadership team committed to implement actions on each one in 2018:

1. Execution / operational excellence
2. Product development / rollout
3. Investment in people
4. Communication, visibility, collaboration and top-down alignment

Our next global employee survey will be conducted in 2019.

**RETENTION**

IRI recognizes that retaining employees is one of the surest signs it will be able to sustain a talented workforce. In 2018, IRI succeeded at retaining 85% of its employees, on par with 2015 and slightly lower than in 2016 and 2017.

<table>
<thead>
<tr>
<th>Turnover %</th>
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Community Engagement

The IRI team recognizes we do not live and work in isolation, rather in communities, and we believe in engaging with our communities to understand and help keep them well. Many of our personnel engage in their communities on their own initiative, but as a company, we also try to engage communities through organized philanthropy and volunteerism that bring a greater number of resources to bear.

Every IRI office throughout the world is active in regularly donating funds and volunteering with local charitable organizations. From international organizations like UNICEF, the Ronald McDonald House and Salvation Army to local organizations, our employees determine which organizations they’d like to support, then work with their local colleagues to raise money and volunteer time.

IRI also recognizes that its most valuable asset is its people. From time to time our work colleagues fall on hard times due to illness, family or natural disasters. IRI understands and supports our people whether it’s through company-wide charitable activities or through financial assistance.

PHILANTHROPY
IRI has partnered with Not Impossible Labs, a technology incubator that is focused on changing the world for the better using technology and making the seemingly impossible possible. IRI has supported the organization and its mission primarily through financial contributions, including sponsoring the Not Impossible Awards program, providing donations on behalf of the company and instituting an employee-giving initiative during 2018.

IRI’s global headquarters office in Chicago (where a majority of IRI U.S. employees work) regularly contributes funds and volunteer time to two main community organizations, Chicago Cares and Junior Achievement. IRI has supported Chicago Cares for more than 20 years and holds an annual charity auction on its behalf. To date, IRI has raised more than $500,000 for Chicago Cares. In addition to directly contributing money annually, IRI and its employees have donated more than 1,000 volunteer hours to these two organizations through regular volunteer events that IRI organizes.

Each December, in lieu of printing and mailing greeting cards, each IRI office globally donates the money it would have spent on cards to UNICEF.

VOLUNTEERISM
IRI also firmly believes in investing time to help others, not just money. IRI offers annual paid time off to all full-time employees for them to use for volunteering in IRI-organized, hosted and/or sponsored events, or any other community volunteer initiative of their choice.
Management Approach

IRI believes in reporting broadly, deeply, transparently and with forward-looking statements to the extent they are material, practical and safe to disclose. One lynchpin in our approach is measurement, and we work to continuously improve our data quality and stewardship.

Materiality

MATERIAL ENTITIES / BOUNDARIES
Of our 20+ locations, roughly 33% reflect 80%+ and 50% reflect 90%+ of our physical area and headcount. Therefore, unless otherwise specified, the disclosures in this CSR tend to focus on the most material parts of our business. The table in the Corporate section of this CSR lists each of our sites, along with corresponding area and headcount information.

DEFINING REPORT CONTENT
To prioritize the issues of most importance to our stakeholders, we hired a third-party consultant to assist us in assessing disclosure topics. Our assessment focused on identifying, prioritizing and validating aspects from the following key sources:

• Investors
• Views of customers (e.g., client survey, etc.)
• Views of employees (e.g., employee survey, etc.)
• IRI’s own documents on its sustainability strategy
• Feedback from key internal stakeholders
• Industry protocols (GRI, SASB, CDP, UN, etc.)
• Market research
• Regulatory drivers
• Authorities and surveys of U.S. environmental attitudes
• Findings from peer benchmarking studies

Finally, for each topic, we determined the boundary of applicability. For example, when considering energy, our boundary included energy that our sites consumed, but not energy that our vendors consumed on our behalf.

MATERIAL ASPECTS
The aspects IRI has defined as material for this CSR, organized by disclosure categories and sub-categories, are as follows:

• Corporate/Reporting – Governance Structure, Privacy, Ethics, Brands/Products/Markets, Facilities/Countries, Workforce/Union, Supply Chain, Stakeholder Engagement, Privacy
• Economic – Performance, Innovation
• Environment – Energy, Water, Waste
• Social – Health & Safety, Human Capital (Training, Engagement, Diversity), Community
• Reporting – Materiality, Stakeholder Engagement
**Stakeholder Engagement**

**GROUPS**
We have a broad swath of stakeholders, but tend to consider the following our primary ones in no particular order:
- Investors
- Customers (retail, CPG, media)
- Employees
- Suppliers
- Industry Associations
- Partners (channel sales partners, tech, content/data partners)
- Analysts
- Media/Press/Publishers

**SELECTION**
From our investors and customers to our business partners and employees, we know our financial and corporate sustainability depend on establishing healthy relationships with those we serve and rely on, especially in the communities in which we work and live. We select our stakeholders through a number of processes, namely input directly from our stakeholders, our executives and employees, recognized industry organizations, and peer studies.

**APPROACH**
From presentations and surveys to meetings and audits, we engage our stakeholders in a myriad of ways.

**Investors**
IRI engages with investors through discussions of financial statements and performance, as well as through ad-hoc question and answer. In addition, certain investors engage with IRI through board meetings held four times a year on average.

**Customers**
The primary formal approach IRI takes to engaging customers for feedback is via a formal satisfaction survey, which canvases thousands of client contacts and offers clients insights and action plans to continuously improve within days of the survey completing.

The survey centers on understanding IRI’s Net Promoter Score (NPS). IRI calculates NPS by subtracting the percentage of clients who are detractors of IRI from the percentage who are promoters of IRI. In 2018, our NPS was 33%, with 49% of our clients being promoters, improving over 2017 and continuing our five-year upward trend. Building on that trend, 85% of customers surveyed were satisfied or extremely satisfied with IRI.

In 2018, the top two reasons promoters were most satisfied and likely to recommend us were:
- IRI’s responsiveness to client needs
- IRI’s delivery of timely updates and reports

In addition to IRI’s annual client satisfaction survey, the firm conducts quarterly client health studies that evaluate IRI’s performance across hundreds of IRI clients. The purpose is to understand IRI’s performance across a robust set of factors and ensure the firm proactively addresses any potential client issues. The results of the internal study are reviewed by senior management and are used to increase the firm’s responsiveness across both its account teams and vertical units, improve day-to-day and overall client satisfaction and track IRI’s progress in key areas – people, data, technology and financial performance.
Employees
IRI provides frequent written, online and in-person communications to its employees, including through regular email blasts, an intranet site, monthly newsletters and quarterly international Town Halls led by our CEO and other senior-level staff who discuss large-scale corporate initiatives and financial information. Staff meet with their managers and teams regularly to set and check-in on goals and the progress of projects.

Suppliers
We initially tend to engage our suppliers during identification and screening, where we explore fit. For our larger and more strategic vendors, we continue to elicit feedback and collaborate on improvements via vendor account / relationship management. For our larger number of smaller vendors, we tend to engage more often through RFPs and/or ad-hoc question and answer.

Industry Associations
IRI works closely with associations in the CPG, retail and media industries, to provide additional knowledge to their members on how to improve their business results. This includes regularly participating in advisory roles on associations’ member boards and committees, providing IRI data and commentary for association-generated reports and articles, and sponsoring and presenting at industry association events.

Partners
IRI has developed a robust partner ecosystem with dozens of other companies in and adjacent to our industry. We meet in-person, via phone and communicate digitally on an ongoing basis with our partners, work together on client business and co-promote major joint initiatives through webinars, industry events and other marketing initiatives. Partners are often included in meetings with clients and are regularly featured at the IRI Growth Summits and other in-person and online events. More information on IRI’s partner engagements can be found here:
IRIworldwide.com/en-US/Company/Partners

Analysts
IRI meets regularly with top-tier analysts from firms such as Gartner and Forrester. During these meetings, IRI briefs them on our latest capabilities, including product launches and updates as part of the analysts’ research process.

Media
On an ongoing basis, IRI issues press releases and/or media alerts to the press and works with editors and reporters on company and executive profile stories. We also provide some of our data on an as-needed and complimentary basis to help support publications’ various stories on the CPG and retail industry. A list of press releases IRI has issued to the media can be found here:
IRIworldwide.com/en-US/News/Press-Releases

CONCERNS
While our stakeholders have a multitude of interests in IRI, the areas of primary focus are:
- social – learning and professional development, diversity and inclusion
- economic – customer satisfaction
- environment – energy consumption
Report Profile

FREQUENCY
IRI intends to publish CSRs annually, publishing the next report by the end of 2020, for the 2019 year.

CONTACT
For questions about this report or to speak with us generally about our corporate sustainability program and plans, please contact us at 312-726-1221 or sustainability@iriworldwide.com.

STANDARDS TRACEABILITY
IRI invests in understanding how the aspects it defines as material to manage, and the key performance indicators it defines to measure them, relate to the policies, practices and protocols suggested by the organizations considered to be thought leaders on sustainability. The table below shows how IRI strives to adhere to, and how the content in this CSR traces to, three of those organizations: the United Nations, the Global Reporting Initiative and the Sustainability Accounting Standards Board.
## Figure 1–Traceability to GRI, SASB and UN

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<td>Water Use in Stressed Locations</td>
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<td>Waste Intensity</td>
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<td>Financial implications and other risks and opportunities due to climate change Waste by type and disposal method</td>
<td>201-2, 306-2</td>
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<tr>
<td>Incident Rate</td>
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<td>Occupational health and safety management system Hazard identification, risk assessment and incident investigation Worker participation, consultation and communication on occupational health and safety Worker training on occupational health and safety Promotion of worker health</td>
<td>403-1, 403-2, 403-4, 403-5, 403-6</td>
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<td>13. Take urgent action to combat climate change and its impacts Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change</td>
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<td>8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</td>
<td>8.10</td>
<td>13.1</td>
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<tr>
<td>13. Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</td>
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<td>7. Ensure access to affordable, reliable, sustainable and modern energy for all</td>
<td>7.2</td>
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<td>12. Ensure sustainable consumption and production patterns</td>
<td>12.4</td>
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<td>2018 CSR Page #</td>
<td>GRI Standard Disclosure Title</td>
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| Human Capital               | 21              | Average hours of training per year per employee  
Programs for upgrading employee skills and transition assistance programs  
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<tr>
<td>4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</td>
<td>4.3</td>
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<td>16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</td>
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<tr>
<td>16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</td>
<td>16.b</td>
<td>Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees Employee engagement as a percentage</td>
<td>SV-PS-330a.1</td>
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<td>8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</td>
<td>8.1</td>
<td>(1) Voluntary and (2) involuntary turnover rate for employees</td>
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