IRI is committed to sustainable business performance and contributing to a sustainable world. This report is for the year ending December 31, 2021.
IRIworldwide.com
Dear IRI Stakeholders,

It gives me great pride and pleasure to share that 2021 was another banner year for us in cultivating sustainable performance. One hallmark was that we chose and moved into a new, LEED Platinum HQ building. Another was that we devised a plan to further empower our Corporate Sustainability Steering Committee in 2022, reflecting my ongoing commitment to help them broaden and deepen our sustainability program governance, innovation work, and ability to develop new, measurable forward-looking statements about our aspirations as we look to 2025 and beyond.

In 2021, we also continued to invest in and advance on multiple fronts for the wellness of our workforce and partners. For instance, we implemented a Future of Work program to increase on-site vs. remote work program flexibility, contributing to the wellness and productivity of our employee base. We launched an award-winning program — the Diversity Advantage Program or DAP — to support the growth of dozens of minority- and women-owned companies as we continued to focus on expanding our diversity, equity and inclusion initiatives. Importantly, we created a DEI office and appointed our first senior vice president to lead our global Diversity, Equity and Inclusion Center of Excellence to take a unified and intersectional approach to delivering impact for employees, clients, customers and the communities we serve.

IRI made two key acquisitions in 2021, building on our track record of successful loyalty collaboration programs and adding critical receipt panel data to our business. We moved the market and industry forward with the launch of two important omnichannel measurement solutions, IRI OmniMarket™ and IRI OmniConsumer,” which more accurately measure market performance and shopper behavior across more CPG channels, and together provide the most complete and accurate omnichannel offering in the industry.

As thought leaders, we also continued to partner with sustainability subject matter experts, the NYU Stern Center for Sustainability and Green Diamond to name just two, to research the influence that brand equity and products labeled and marketed as being sustainable have on the intent of consumers to purchase. We did so not just because of our core competence in technology, analytics and data, but because we understand that a more sustainable world is one in which everyone has the best chance to prosper.

From updating our goals and unveiling our research, to new accomplishments I expect us to achieve as a result of having merged with NPD, I look forward to sharing more exciting news with you about 2022 in next year’s report. In the meantime, I hope you enjoy reading about the progress we made and successful results we had in 2021.

As always, on behalf of all of us at IRI, thank you for all you are doing to help IRI sustain its business and letting IRI contribute to sustaining yours.

Sincerely,

Kirk L. Perry
Member, IRI Board of Directors
CEO and President, IRI
Company Profile

ORGANIZATION
Information Resources, Inc. (IRI) is a Delaware corporation with global headquarters at 203 N. LaSalle Street, Suite 1500, Chicago, IL 60601, and international headquarters at Maxis 1, Western Road, Bracknell Berkshire, RG12 1RT UK (1 Arlington Square, Downshire Way, Bracknell Berkshire, RG12 1WA UK prior to July 2021). IRI is organized by regions – North America, Europe and 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. IRI is a leader in market measurement and consumer behavior, with a significant share of the market. We also have a 97% client retention rate. As of the end of 2021, 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.

2021 SIGNIFICANT CHANGES
In May 2021, IRI acquired CoinOut, allowing us to leverage its robust receipt panel. Integrating this receipt panel data – which provides coverage of all critical channels in the omnichannel universe, including beauty, pet, convenience, home improvement, and on-premise – offers unparalleled insights that allow clients to truly understand the “why” behind consumer purchases.

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 companies, over-the-counter health care organizations, retailers, financial services firms and media companies grow their businesses. The company has the largest 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 2,500 companies and 100,000+ users globally, offers a comprehensive view of the consumer and the market.

Liquid Data includes the largest collection of pre-integrated market, consumer, causal, media and client datasets. Its market data includes point-of-sale (POS) data covering more than $2 trillion of annual tracked spend globally and more than 25 million CPG products. This includes e-commerce baskets and transactions from 600 million frequent shopper program (FSP)/loyalty cards across 1.7 million households. It also handles more than 1.2 billion analyses annually.

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

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 the unification of our leading technology, prescriptive analytics (powered by artificial intelligence and machine learning) and integrated data, we enable companies to have a relentless focus on consumers, collaborate more effectively between their retailer and supplier partners, protect and grow share, and meet their business objectives.

IRI currently actively sells more than 100 services across the globe and access to 50+ applications, with its solutions portfolio focused on eight key areas:

1. Market, Consumer and Shopper Insights: IRI’s solutions help clients make better decisions faster using integrated data and insights. The OmniMarket™ Suite helps companies measure what’s happening in the market online, offline and across all channels. The OmniConsumer™ Suite helps them track and diagnose consumers and shoppers to better understand, explain and anticipate people’s choices. And a wide variety of topic-specific solutions help answer other specific market, consumer and shopper questions.

2. Consumer Demand: IRI’s offerings in this area include demand forecasting solutions for better long-term planning and tactical forecasting that supports organizational agility and short-term sales improvements. Other solutions focus on optimizing supply chain inventories, product assortment, marketing measurement, channel measurement, media attribution and social campaign measurement. They also identify high-opportunity households and purchase-based audiences for better media targeting.

3. Innovation: IRI helps companies reduce innovation costs by targeting only winning ideas for product development and supporting increased speed to insights. These solutions powered by Hendry® increase forecast accuracy and shorten the product planning cycle, substantially increase the chance of retailer item acceptance, and allows clients to develop a continuous pipeline of incremental line extensions and distribution opportunities that enables ongoing growth.

4. Marketing and Media: IRI’s marketing and media solutions help clients drive growth using accurate models, granular data and actionable insights. These planning solutions unify marketing measurement, identify the optimal advertising channel mix, measure media and promotion effectiveness, and enhance media planning. IRI’s audience targeting solutions facilitate better program activation. And our optimization solutions enhance sales in-flight, measure campaign effectiveness and identify the touchpoints that matter most to consumers.
5. **Revenue Management:** These solutions enable clients to identify strategic opportunities that resonate with the most valuable shoppers. They help companies diagnose business performance by isolating sales lift from price and promotion activities, determine the optimal pricing strategies and improve the effectiveness of promotional investments.

6. **Supply Chain:** IRI offers supply chain solutions that help companies get the right products in the right place at the right time. These solutions help businesses find inventory problems, fix inventory problems and avoid inventory problems to maximize on-shelf availability and minimize out-of-stock issues.

7. **Omni Execution:** IRI offers solutions that maximize performance at the shelf and around the store. Artificial intelligence, machine learning, deep analytics, benchmarking and automation capabilities help companies get the right products on the shelf, understand the performance of in-store initiatives and ensure that products and brands meet execution expectations.

8. **Retailer-Manufacturer Collaboration:** IRI's solutions help retailers and their manufacturer partners streamline collaboration and identify actionable insights. Using a single unified platform functioning as a single source of truth, they can together uncover new opportunities and drive significant revenue growth through integrated data and analytics.

IRI’s solutions also support sustainability in its clients’ companies, such as with supply chain solutions that optimize supply chain operations for CPG manufacturers and retailers; media targeting and activation solutions that support more effective digital marketing, reducing wasted ad dollars and minimizing consumers being burdened with ads for items not applicable to their lives; demand forecasting, portfolio optimization and market/consumer measurement solutions that support greater operational efficiency within organizations; innovation solutions that can support the development and marketing of new sustainable CPG products; and technology solutions that integrate data from many disparate sources, supporting more streamlined operations at client companies.

For more information about the data used in IRI products, please reference the Privacy and Data Protection section on page 9.
Center of Excellence
One hallmark of IRI’s business is the Analytics Center of Excellence (ACE). Located in Athens, Greece, this leading body of 130+ seasoned data scientists, developers and consultants, 85% of whom hold at least one MSc and/or have a PhD, consult on and oversee analytics projects from around the world. In 2021, ACE ran over 3,000 projects with 200+ clients across 35 countries. IRI has received ISO 9001:2015 certification for eight straight years for ACE, demonstrating its commitment to deliver high-quality solutions and services and its focus on continuous improvement.

Partnerships
Through the IRI Marketplace, 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. Learn more about our partnership approach and current partners on our website.

IRI continued to partner with the NYU Stern Center for Sustainable Business on research examining consumer purchases of sustainability-marketed consumer packaged goods (CPG).

Recent findings include:
• Sustainability-marketed products grow 2.7x faster in their categories than conventionally marketed products.
• Roughly 50% of all new products in 2021 were sustainable, up 20 percentage points from 2017.

2021 INITIATIVES AND BEYOND
In 2021, IRI was proud to announce new products, new research and new partnerships, as well as content for clients on sustainability topics through our thought leadership efforts.

Key highlights included business, product and technology announcements:
• IRI acquired the retail consumer insights provider Intelligent Shopper Solutions (ISS) from Kognitiv Corporation. Read the press release.
• IRI deepened its strategic relationship with Idahoan Foods to drive the latter’s continued growth and customer-base expansion. Read the press release.
• IRI announced the appointment of Google executive and CPG advertising leader Kirk Perry as its next president and CEO. Read the press release. Read the press release.
• IRI significantly expanded its omnichannel measurement capabilities with the launch of the new IRI OmniMarket™ and IRI OmniConsumer™ solutions. Read the press release.
• IRI enhanced its omnichannel capabilities with industry-leading receipt panel data by acquiring CoinOut. Read the press release.
• IRI Growth Consulting partnered with Simple Mills to drive profitable growth and innovation for the clean-food snacking pioneer. Read the press release.
• IRI launched its Diversity Advantage Program to empower minority- and women-owned businesses. Read the press release.
• IRI launched its IRI Intelligence Suite™ to enable companies to combine their proprietary data and data science capabilities with IRI’s expansive assets in a safe cloud environment. Read the press release.
• IRI launched the Marketing Studio on IRI Intelligence Suite™ to advance its marketing effectiveness and media optimization capabilities. Read the press release.
• IRI launched a new suite of products – including Opportunity Alerts™ and Opportunity Predictors™ – that automate insights and augment and accelerate decision-making processes. Read the press release.
• IRI continued its partnership with KISS Products to help the company drive industry-leading growth. Read the press release.
• IRI deepened its strategic relationship with Nature Nate’s Honey Co. to grow the honey category, increase household penetration and strengthen customer loyalty. Read the press release.
• IRI announced the appointment of Cecilia Ogude, former Diversity and Inclusion Program Lead at JPMorgan Chase & Co., as IRI’s first senior vice president of Diversity, Equity and Inclusion. Read the press release.
• IRI announced its selection as the recommended Audiences provider for advertisers on the BrandVerge digital ad marketplace platform. Read the press release.
• IRI announced that it is helping coffee roaster Massimo Zanetti Beverage USA identify new growth opportunities. Read the press release.
• IRI launched the next evolution of its ecosystem of trusted technology, data and analytical partners with the launch of the IRI Marketplace™ platform. Read the press release.
• IRI announced a new partnership with the fintech infrastructure startup Banyan to unlock new opportunities for retailers and consumers. Read the press release.
• IRI partnered with Nissin Foods to drive its growth through innovative product launches and premiumization. Read the press release.
• IRI and Casey’s expanded their partnership and launched a new collaboration portal for Casey’s merchants and suppliers. Read the press release.
• IRI announced the appointment of Euan Jarvie as its president for the EMEA region. Read the press release.
• IRI became the new market measurement and insights partner for Nonni’s Foods. Read the press release.
• IRI and Amobee partnered to bring propensity scoring to CPG advertisers and enable increased efficiency through bid decisioning optimization. Read the press release.
• IRI and HRB Brands partnered to drive growth in the personal care category. Read the press release.
Thought leadership on sustainability topics that we shared with our clients included:

2021 webinars
- Resuming the Sustainability Agenda
- Sustainability-Minded Consumers
- Top Trends in Fresh: Capture Today's Health and Wellness Consumers
- Plant-Based Protein
- Produce in 2021

2021 blogs
- Sustainability-Marketed Products Continue to Grow in Importance for CPG Sales and Margins
- Making the Most of Meatless Meat in the Store
- What Fresh Foods Need Now to Capture Today's Health and Wellness Consumers

2021 Publications
- The Evolution of Self-Care
- Vitamins and Self-Care

2021 Podcasts
- Supporting SNAP Shoppers
- Sustainable Products Continue to Drive Sustainable Growth
- A Recipe to Reignite Meat Alternatives
- Fresh Opportunities for Sustainability-Minded Shoppers

Governance

STRUCTURE
In 2021, IRI’s board was composed of one chair; 10 additional members; and Compensation, Audit and Compliance, and Data & Privacy committees. Sustainability oversight is the responsibility of management and the board of directors. The Data & Privacy Committee, which receives updates from the chief privacy officer and chief information officer, reports regularly to the board on matters relating to privacy and data security issues.

At IRI, privacy issues are managed by our chief privacy officer, who works with a team dedicated to handling privacy compliance, with oversight from our chief legal officer. Information security and data protection issues are overseen by our chief information security officer, who works with a team dedicated to handling information security and data protection, with oversight from our chief information officer. The Privacy and Information Security teams meet regularly to discuss hot topics, best practices and shared initiatives.
PRIVACY AND DATA PROTECTION
As the world around us grows more interconnected and technology-driven, consumer privacy and data protection have become increasingly important. Consumers expect companies to respect and protect their personal data and to handle such information in a principled and ethical way. Accordingly, IRI has implemented Global Privacy & Data Protection Principles. We are committed to these principles and continually improve upon them to ensure that we are conducting business ethically and fairly with consumers’ expectations in mind.

To ensure these principles are met we have implemented various Privacy & Data Protection policies and procedures that embed the obligations, spirit and intent behind global privacy and data protection laws, regulations and best practices within our products, services, and business practices.

Privacy by Design, Deidentification and Pseudonymization
IRI does not process or share directly identifiable information from retailers or service providers for our products and services, and we have adopted a privacy-by-design approach to ensure that IRI cannot directly identify an individual within the relevant data it holds. Where data is impacted by privacy laws, we assess whether it can be anonymized before we receive it. Where anonymization is not possible, we implement pseudonymization (i.e., the processing of personal data in such a manner that the personal data can no longer be attributed to a specific person without the use of additional information) and/or deidentification (i.e., information that cannot reasonably identify, relate to, describe, be capable of being associated with, or be linked, directly or indirectly to a particular consumer, provided that a business that uses deidentified information has implemented technical and process safeguards that prohibit reidentification of the consumer, has implemented processes to prevent inadvertent release of deidentified information, and makes no attempt to reidentify the information).

How does IRI manage its Privacy & Data Protection program?
IRI is committed to being accountable for the data under our control and to properly managing our compliance with all applicable privacy and data protection laws that regulate our data from and about our customers and employees. We also closely partner with our clients and service providers to verify their compliance with IRI’s policies, regulatory requirements and industry-specific best practices. For example, we may issue privacy and data protection assessments to clients and service providers, incorporate privacy and data protection language within our relevant contracts, and evaluate internal products and services to ensure privacy and data protection compliance.
How does IRI conduct Privacy & Data Protection training and awareness?
Privacy and data protection are central to the daily work of all IRI employees. Privacy and Information Security training is administered annually to all existing employees and is part of the onboarding training for new employees. IRI also provides security awareness coaching to continuously educate users on security and privacy topics.

In 2021, we introduced a Global Data Compliance Champion Program. Our Champions act as a point of contact for their local market and the global Privacy Office, and support rolling out privacy policy and procedures as well as identifying privacy gaps. The Champions represent all parts of the organization throughout the world and receive additional training both internally and with external providers.

For more information about Privacy at IRI, please click here.

INFORMATION SECURITY AND INCIDENT RESPONSE
IRI operates a risk-based data protection model. We apply numerous layers of protection to ensure the integrity of our systems, which include, but are not limited to, certificates, encryption, risk assessments, network and system hardening, and a vendor management program. Internal and external vulnerability scans, as well as independent third-party network penetration and OWASP testing, are performed regularly, the results of which are reviewed and incorporated into a risk analysis used to prioritize remediation and mitigation activities. IRI continues to monitor and evolve our data security platform to provide visibility and stay on top of threats facing our environment.

IRI has developed an incident management program to respond to information security incidents. This process includes triage, investigation, evidence collection and storage, root cause analysis, incident resolution and reporting. Information security incidents are responded to by the IRI Security Incident Response Team, which manages our incident response procedures that detail the relevant framework, roles, prioritization and escalation, and other supporting procedures.

As in 2020, IRI had no material breaches or losses of customer data in 2021.

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)
• ENERGY STAR®, WaterSense® and other voluntary EPA initiatives
• Occupational Health and Safety Assessment Series (OHSAS) 18001
Ethics and Professional Integrity

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”) is a declaration of our commitment to maintaining the highest standards of ethics and integrity in all that we do. The Code establishes clear expectations and guidelines for all employees, prohibiting unethical behaviors such as bribery, fraud, discrimination, antitrust/anti-competitive practices and more. It is also designed to provide our employees with expectations and guidance for positive behaviors, give them the resources they need to make ethical choices, and ensure they understand how to report Code violations without fear of retaliation. You can review the Code of Conduct [here].

IRI VENDOR CODE OF CONDUCT AND CORPORATE SUSTAINABILITY POLICY
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 and Sustainability Policy while they are conducting business with and/or on behalf of IRI. You can review the Code [here].

GLOBAL COMPLIANCE HELPLINE
Every person, regardless of position, shares in the responsibility for promoting an ethical work environment. 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. More info can be found [here].

MONETARY LOSSES
There were no cases or fines associated with ethics, corruption, lack of professional integrity or other environmental, social or governance issues during the reporting period.
The table below lists our “material” office locations, representing more than 85% of our leased office area globally. As such, these sites represent what we consider as material for reporting purposes throughout this CSR.

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<th>City</th>
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**OPERATIONS**

As of the end of 2021, IRI was leasing office space at 30 locations across 16 countries. In addition, our global office footprint shrunk 22% versus 2020. The majority of this reduction was attributable to reduced office space at our new corporate headquarters in Chicago, which is conducive to our hybrid work model.

**WORKFORCE**

As of December 31, 2021, we employed approximately 4,500 people worldwide. IRI continued to respect its employees’ rights to collective bargaining and worked in good faith with works councils in Germany, France, the Netherlands and Italy. Overall, only a minority of our personnel worldwide belonged to works councils in 2021.

**SUPPLY CHAIN (AND RISK)**

Our suppliers are among our key stakeholders. In 2021, we had over 600 direct suppliers worldwide spanning 10+ countries, but the majority of our total spend was in the U.S., and most of our spend was concentrated in five countries:
- U.S.
- UK
- France
- Australia
- Italy

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 prescreen all, and selectively audit some, suppliers to ensure they comply with our policies and help sustain our performance.
IRI strives to work with and verify our key suppliers’ sustainability practices, checking for relevant ESG indicators and progress on their goals at least biennially for those suppliers that comprise at least 80% of our annual spend. Within this scope, in 2021 approximately half of our suppliers were reviewed.

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. In 2021, organizations with which IRI was associated included, but were not limited to:

- Advertising Research Foundation (ARF)
- American Frozen Foods Institute
- Assirm
- Association of National Advertisers (ANA)
- Australasian Association of Convenience Stores (AACS)
- Australian Drinks Association
- Australian Food and Grocery Council
- Bot Fraud Prevention Council (BFPC)
- Category Management Institute
- Consumer Brands Association (CBA)
- Consumer Healthcare Products Association (CHPA)
- EASE – Association of Chief Executive Officers
- ECR Greece
- EEDE – Hellenic Management Association
- ESOMAR
- Food & Grocery Association
- Food, Health & Consumer Products (FHCP)
- Food Industry Association (FMI)
- GS1
- Institut Du Commerce (IDC)
- International Association of Privacy Professionals
- International Dairy Deli Bakery Association (IDDBA)
- International Fresh Produce Association (IFPA)
- International Standards Organization (ISO)
- Investors in People
- Market Research Society
- National Association of Chain Drug Stores (NACDS)
- National Association of Convenience Stores (NACS)
- National Association of Retail Traders of Australia
- National Chicken Council
- National Confectioners Association (NCA)
- National Frozen and Refrigerated Foods Association (NFRFA)
- National Grocers Association (NGA)
- Netcomm
- Network of Executive Women (NEW)
- New York University Stern School of Business
- New Zealand Food & Grocery Council
- Path to Purchase Institute
- Private Label Manufacturers Association
- Retail Drinks Association
- Shop! Association
- Snac International
- The Data Institute
- The Female Quotient
- Trustworthy Accountability Group
- University of Illinois at Chicago
- 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. IRI understands that managing social responsibility, environmental stewardship and other nonfinancial factors is essential to the company’s long-term sustainability. In addition to long-term, holistic planning and rigorous corporate governance, the other key elements of our approach to managing healthy economic returns are strong management, collaborative decision-making, transparent reporting and continuous innovation.

Performance

REVENUE AND EARNINGS
IRI’s 2021 revenues were over $1 billion, and our revenue from 2020 to 2021 increased. 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 2021, 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 labor and human rights, ethics and environmental. Our improvement areas for the future will be in sustainable procurement.

Innovation

While technology, analytics and ethically sourced data 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.

During 2021, IRI continued its thought leadership efforts, producing dozens of additional reports on COVID-19’s impact on the various aspects of CPG and retail. They can be found here.
Each year, IRI hosts its Growth Summit with 1,500+ clients to share the company’s latest thought leadership and provide an in-depth hands-on view of its newest products and innovations. While the event was not held in 2021 due to the ongoing COVID-19 pandemic, planning is underway for it to return in 2023.

Finally, IRI is regularly acknowledged by tier-one industry analysts from Gartner and Forrester for its leading technology and solutions. We have been recognized in more than dozens of pieces of third-party, objective and unbiased research studies to date. The latest reports are highlighted [here](#).

### U.S. PATENTS
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 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](#).

### INTELLECTUAL PROPERTY
IRI also recognizes the importance of protecting its intellectual property. IRI’s highest concentration of patents is for 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 continued its efforts to grow its IP portfolio in 2021.

### VITALITY
For 2021, IRI estimates that a significant portion of its revenues was attributable to new products it introduced within the prior 36 months.
Management Approach

IRI believes in good environmental stewardship. IRI leases 100% of our office space and, therefore, utilities such as cooling, heating and waste disposal services are often managed by our lessor. However, we continue to work with our lessors and utility providers to lessen the impact of our environmental footprint. This includes implementing water reduction and waste recycling programs. In addition, we also consider building efficiencies as part of our leasing process. For 2021, we were able to obtain energy data from our locations that represented approximately 89% of our global office footprint.

Since early 2020, due to the impact of COVID-19 creating a shift of more employees working remotely or in a hybrid mode, IRI, like many other firms, recognized the need to expand how we assess our organization’s environmental footprint. As such, while we continue to track and report on water, waste and energy for our leased office space, in the future we hope to better report on our impacts from this shift to non-office working locations.

Energy

GHG EMISSIONS AND ENERGY CONSUMPTION

In 2021, Scope 1 emissions from the purchase of natural gas for heating was approximately 100 t(C02e) and Scope 2 emissions for purchased electricity was approximately 1,000 t(CO2e). In addition, IRI is now also reporting Scope 3 emissions of 110 t(CO2e). IRI continues to work with our sustainability advisor, Green Diamond Solutions, to enhance our reporting and tracking of Scope 3 emissions.

Our primary consumption of energy is in the form of electricity and natural gas. Our total energy consumption in 2021 was 11,600 gigajoules, composed of 85% electricity and 15% natural gas from our leased office spaces. Our global headquarters, at 203 North LaSalle Street in Chicago, IL, accounted for the largest consumption of energy at 1,150 GJ of electricity. This location is also responsible for approximately 16% of our Scope 2 related annual emissions.

RENEWABLE ENERGY

In 2021, IRI obtained approximately 10% of our electricity from renewable sources, up from 3.5% in 2020. We continue to evaluate ways to increase renewable energy solutions to meet our energy needs.
ENERGY INTENSITY
In 2019, IRI established a goal of achieving a minimum of 1% per year reduction in energy intensity through 2025 over our 2018 baseline. We define our energy intensity as energy consumption in gigajoules (GJ) per square meter (m²) of our leased space. In 2018, our baseline year, our energy intensity was 1.10 GJ/m². In 2021, our energy intensity was 0.29 GJ/m², based on electricity and natural gas consumption from over 89% of our leased area office space. A significant decrease was achieved in 2021 over 2020 as we relocated our North American headquarters to a LEED platinum certified building in downtown Chicago, decreased our leased space from the prior location and increased the amount of our employees choosing to work remotely.

Since this location is our largest by area of our leased sites, we expect by 2023 to have established a new energy intensity baseline number and energy intensity target.

CO₂ INTENSITY
We define our CO₂ intensity as metric tons of CO₂ per square meter of 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 2021, our CO₂ intensity was 0.027 metric tons CO₂e/m².

Water: Consumption, Intensity and Baseline Water Stress
For 2021, we estimate our total water consumption at approximately 2 million gallons based on high-quality data available for the majority of our material footprint and pro-rated for our remaining sites.

Water intensity is calculated as gallons consumed per square meter of space leased. For 2021, our average intensity was 57 gallons/m².

In 2021, 23% of IRI’s total water consumption was by sites that reported the use of water in areas the World Resource Institute defines as having high, or extremely high, baseline water stress.

Waste and Recycling
IRI continues to offer employees remote and hybrid (remote and office) work solutions. Currently, only a few of our lessors provide us with accurate waste data. As a result, we are in the process of estimating our waste generation per employee. However, globally we believe the percentages of recycled to landfill waste is approximately 70% to 30%, respectively, based on prior data.

Items recycled in 2021 continued to include on-site collection for recycling batteries, aluminum, glass, plastics, ink and toner cartridges, and coffee pods.
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 and healthy so they can have a better quality of life. 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. We also offer our employees the benefit of an employee wellness hotline called the Employee Assistance Program (EAP). Building on that foundation, our approach expands to focus on the growth of our people: by finding the best, diverse talent and investing in their development. We are advancing diversity, equity, accessibility and inclusion in our global workforce, and advocating for public policies and laws that improve the lives of our employees and our communities. Additionally, we are actively engaging with our workforce and encouraging them to meaningfully contribute to our 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 AND LOST TIME INJURY FREQUENCY RATE (LTIFR)
To measure how well we minimize health and safety incidents, we track our reportable incident rate, which measures the number of incidents normalized to 100 full-time personnel, or 200,000 person hours. Internationally in 2021, none of our locations reported any incidents. For our U.S. personnel, our incident rate in 2021 was 0.66, down from 1.6 in 2020.

The predominant issues in 2021 affecting lost days were strains and falls in our field workforce. Internationally, none of our locations reported any lost days. For our U.S. personnel, our LTIFR was 1.5.

TRAINING
At IRI, we invest in providing our global employees with ongoing opportunities to learn and develop. From sources including via our online university, we deliver a wide range of opportunities including webinars, computer-based learning, thought leadership and instructor-led classes, and cohort-based development programs. We also do comprehensive training and briefings as we launch new products, so our employees serving clients understand and can speak confidently to them about the offerings.

In 2021, all our employees received some form of training. On our eLearning system, over 17,000 offerings were accessed by more than 2,600 employees across 650 topics. Over 1,600 employees took part in instructor-led training totaling over 6,000 hours of learning. We also focus on building the skills of our leaders. In 2021, 650 global leaders participated in internal and external training.

For our Insights, Analysis and Solutions Certification (IASC) training, we provided instructor-led training to more than 2,400 employees, fulfilled more than 5,000 requests for email answers and/or one-on-one coaching, and trained 95 people to train others. The training now includes IRI Unify certification at three levels: Professional, Expert and Master, and the opportunity to earn Solution Specialty Badges and Digital credentials for achievement. In 2021, over 700 badges and 200+ credentials were earned. We also had over 1,800 trained 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 2021, we also continued to train them on Unify and other solutions and best practices to succeed.
DIVERSITY, EQUITY AND INCLUSION
At IRI, we believe in the undeniable strength that diverse people, culture, thought and skill bring to our business, our clients, our people and our communities. We are committed to nurturing a dynamic culture that embraces and celebrates openness, collaboration, creativity, equity, inclusivity and growth for all.

Our beliefs are rooted in diversity of heritage, origin, perspective, experience and expertise. We are dedicated to using our unique position, assets and relationships to support diverse and minority-led businesses to strengthen our communities.

In 2021, we accelerated our progress forward on a number of fronts to establish key programs and a baseline of metrics, and to identify ways to foster deeper engagement both internally with employees and clients, and externally in our communities.

We increased our diversity representation at the top by adding one new female leader to our Executive Leadership Team and multiple diverse leaders at our Senior Leadership level in the U.S. In 2021, excluding field employees, our percentage of female employees was 51%. For the year ending in 2021, the percentage of our employees who represented minority races and/or ethnicities was 25.1%. We continued the upward trend toward equality we’ve achieved since 2015. Asian, African American and Hispanic employees accounted for our largest minority constituencies.

DEI Center of Excellence
In 2021, we hired Cecilia Ogude as senior vice president to lead our global Diversity, Equity and Inclusion Center of Excellence (COE) to take a unified and intersectional approach to delivering impact for employees, clients, customers and the communities we serve. The COE plays an important role in supporting our commitments to advance equity and create lasting impact both internally and externally. The COE also partners with our global senior leaders and collaborates with various COEs including Talent Acquisition, Legal, Operations, etc. to continuously evolve IRI’s DEI global strategy, initiatives, tools and resources in keeping with the company’s mission and core values.

Employee Resource Groups (ERGs)
We launched our new DEI Operating Council members, made up of a cross-functional group of core leaders who are empowered to champion and advance our DEI initiatives throughout the organization. Our global Employee Resource Groups (ERGs) continue to play an integral part in our efforts. Our ERGs are inclusive employee-led groups that enable employees to share ideas, grow professionally and connect to colleagues who have similar interests. Recognizing the intersectionality of the different groups represented by our ERGs, we are taking steps to promote and facilitate cross-ERG collaboration. IRI currently has five active global ERGs: ASPIRE (Asian and Pacific Islander), VIBE (Black), PowerUp (Early Career), Pride Alliance (LGBTQ+), and EmpowHer (Women), with a combined membership of 1,100. We will continue to build an inclusive workforce by supporting our ERGs and forming new groups to meet employee needs and interests.
Community Impact
To drive community impact, IRI launched our Diversity Advantage Program (DAP), which is an employee volunteer-led DEI initiative developed to inspire and empower rising minority and women-owned consumer goods companies to achieve positive organizational growth. Through this program, our company offers gratis access to a certain set of IRI solutions, consulting services and training. The 2021 “first wave” of DAP companies included support of more than 30 CPG companies across 11 retailers in the U.S. and UK, with more than 115 IRI volunteers supporting the program. More information about DAP can be found here.

Learning and Development
IRI rolled out an Unconscious Bias e-learning training module and DEI toolkit, which comprises e-learning courses, book summaries, videos and external resources (in several languages), to all employees globally. We also offered DEI workshops on various topics including but not limited to Demystifying DEI, Leading With Inclusion and Inclusive Language. Additionally, we have a diverse group of employees participating in external development programs with strategic partners, including Network of Executive Women (NextUp) Rising Stars Program, Executive Leadership Council (ELC) Mid-Level Managers’ Symposium, Out & Equal Workplace Summit, etc.

We will continue to expand our training across international employees, and with new courses and topics.

Talent Initiatives
• IRI established the IRI-UIC Diversity Marketing Scholars Program at University of Illinois Chicago (UIC), which provides diverse students with scholarships, training and 1:1 mentorship with employees to prepare them to enter the workforce in the U.S. Ten students participated in the first cohort, which resulted in a full-time and an internship offer for two of the participating students.
• In the UK, IRI is in partnership with Generating Genius to drive opportunity and investment in underprivileged and underrepresented communities and backgrounds. In 2021, we offered paid summer internships for two students and one week of work experience for 10 Sixth Form students from the program.
• IRI also launched a data science apprenticeship program in partnership with Coop, designed to provide educational and work experience to nurture the skills of the next generation talent in the UK.

2021 Workplace Recognition
• Human Rights Campaign – 100% perfect score on Corporate Equality Index
• “Great Place to Work” certification
• Investors in People (IIP) accreditation
• Progressive Grocer Impact Award for Diversity and Inclusion in recognition of our Diversity Advantage Program
Our focus moving forward includes, among other things, engagement and accountability on DEI focus areas, diversity recruiting, expanding diversity awareness activities, and partnering with our CPG and retail clients on DEI efforts.

<table>
<thead>
<tr>
<th>Diversity and Inclusion</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women/Men, excluding field staff (%)</td>
<td>50.2</td>
<td>49.8</td>
<td>50.7</td>
<td>49.3</td>
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<tr>
<td>Race/Ethnicity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic or Latino (%)</td>
<td>5.1</td>
<td>3.6</td>
<td>4.4</td>
<td>4.9</td>
</tr>
<tr>
<td>White (%)</td>
<td>75.9</td>
<td>76.3</td>
<td>76.5</td>
<td>74.6</td>
</tr>
<tr>
<td>Black or African American (%)</td>
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<td>3.1</td>
<td>5.3</td>
<td>3.1</td>
</tr>
<tr>
<td>Native Hawaiian or Pacific Islander (%)</td>
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<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
</tr>
<tr>
<td>Asian (%)</td>
<td>12.4</td>
<td>15.7</td>
<td>11.6</td>
<td>15.7</td>
</tr>
<tr>
<td>Native American or Alaska Native (%)</td>
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<td>0.2</td>
<td>0.1</td>
<td>0.2</td>
</tr>
<tr>
<td>Two or More Races (%)</td>
<td>1.1</td>
<td>0.4</td>
<td>1.4</td>
<td>0.7</td>
</tr>
</tbody>
</table>
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. Beginning in 2023, IRI will conduct global employee surveys annually. In our most recent survey conducted in 2021, IRI heard from 3,000+ employees, a stellar 86% response rate. Four major continuous improvement themes emerged from the employee feedback, and our executive leadership team committed to implement actions on each one:

1. Execution/operational excellence
2. Enabling career advancement and opportunity
3. Employee well-being and benefits
4. Communication, visibility, collaboration and top-down alignment

In addition to our employee engagement surveys, we continuously consider ways to empower our employees’ well-being. In 2021, and in connection with World Mental Health Day, we launched the IRI Me Day, a series of extra days off, coordinated locally in each of our locations, to encourage employees to relax, recharge and focus on themselves.

RETENTION

IRI recognizes that retaining employees is one of the surest signs it will be able to sustain a talented workforce. In 2021, IRI succeeded at retaining 88% of its employees, despite the “Great Resignation” and high turnover rates in other industries.

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>15</td>
</tr>
<tr>
<td>2020</td>
<td>12</td>
</tr>
<tr>
<td>2021</td>
<td>12</td>
</tr>
</tbody>
</table>
Community Engagement

The IRI team recognizes that 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 with their communities on their own initiative, and members of our Senior Leadership Team (SLT), volunteer their own time and expertise outside of work at a number of not-for-profit and community organizations. In 2021, these organizations included the Imagination Theater Chicago, local faith-based communities, local chapters of Lions Club International and the West Suburban Community Pantry, among others.

As a company, we also try to engage with communities through organized philanthropy and volunteerism that bring a greater number of resources to bear. IRI offices throughout the world choose and engage with local charitable causes and organizations that are important to them.

PHILANTHROPY AND VOLUNTEERISM

In 2020, amid the urgent call for a more just world, IRI was determined to find a way to do its part to help create more equity within our industry. Dozens of our employees banded together to create the IRI Diversity Advantage Program, also known as DAP, geared specifically to micro-sized CPG businesses that were minority- and women-owned. We shared our idea with several of our retailer partners to get them involved and determine resources that would be of value to their small manufacturer partners. We then worked internally across our teams to develop a program that would give business owners and their teams access to our data, training and other support to help them compete more equitably with large companies in the industry. This innovative program was developed, and the first participants and retailers were recruited. DAP was officially launched in 2021 and was supported by the first wave of leading retailers, including Ahold Delhaize USA Companies, Amazon and Kroger. At the end of 2021, the program was supported by 11 committed retail partners in the U.S. and UK, working with us to provide 30+ DAP participants with pro bono data and market research, consumer and shopper insights, training and consulting services. More than 115 IRI volunteers proudly work to support this program.

We encourage employees to give back to the causes they care about. 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. Internationally, our employees supported numerous organizations including Red Cross, Ronald McDonald House and Meals on Wheels. In the UK, we also formed charitable and educational partnerships with Mind and Generating Genius, respectively.
Reporting

Management Approach
IRI believes in reporting broadly, deeply, transparently and with forward-looking statements to the extent that 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 30 locations, the top 16 by area reflect >90% of our physical footprint. 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 Scale subsection of this CSR lists each of our material sites.

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)
- Views of employees (e.g. employee survey)
- 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 subcategories, are as follows:

- Corporate/Reporting — Governance Structure, Privacy and Data Protection, Ethics and Professional Integrity, Brands/Products/Markets, Facilities/Countries, Workforce/Union, Supply Chain, Stakeholder Engagement
- Economic — Performance, Innovation
- Environment — Energy, Water, Waste
- Social — Health and 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, platforms)
- 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 myriad ways.

Investors
IRI engages with investors through discussions of financial statements and performance, as well as through ad hoc Q&A sessions. 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 canvasses thousands of client contacts and offers clients insights and action plans to continuously improve within days of the survey being completed.

The survey centers on understanding IRI’s Net Promoter Score (NPS). IRI calculates its NPS by subtracting the percentage of clients who are detractors of IRI from the percentage who are promoters. In 2021, our NPS was 48, with 58% of our clients being promoters, continuing our seven-year upward trend.

Building on that trend, 89.1% of customers surveyed were extremely satisfied or somewhat satisfied with IRI.

In 2021, the top three reasons customers were satisfied with IRI were:

- IRI is responsive to their needs.
- Data is delivered when needed.
- Data quality meets/exceeds expectations.

In addition to IRI’s annual client satisfaction survey, the firm conducts quarterly client health studies that evaluate IRI’s performance across hundreds of 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, Microsoft Teams, SharePoint sites, monthly newsletters and regular global 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. During 2021, we continued to increase our internal communications and launch new programs that focused on our employees’ well-being including Flexible Time Off, IRI “Me Days,” mindful meditation and the official launch of hybrid work.

Flexible Time Off removed specific amounts of vacation and personal time for U.S. employees, allowing employees to determine the amount of time off that worked for them and giving them more flexibility in how they used time away from work, whether for vacation, volunteering or other personal activities. By eliminating the number of pre-set vacation and personal days, time off was no longer tied to an employee’s level or their tenure at the company, providing a more equitable approach to paid time off.

“Me” Days were officially launched to allow employees around the globe to have extra days off that support their physical and mental well-being.

IRI also launched a global mindful meditation program, allowing all employees to have access to live and recorded sessions intended to reduce their stress and anxiety; improve focus, concentration and productivity; lead to emotional balance and resilience; and enhance collaboration and communication.

Finally, IRI also formally announced and implemented its hybrid work model, committing to flexible and virtual work arrangements for employees. Leaders work with their teams to define the right balance based on teams’ roles and clients’ and individuals’ needs.

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 Q&A sessions.

Industry Associations
IRI works closely with industry and trade 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. We may also offer data to the associations for their or their members’ use.

Partners
IRI has developed a robust partner ecosystem with dozens of other companies in and adjacent to our industry. We meet in person and via phone and communicate digitally on an ongoing basis with our partners. This includes working together on client business, developing joint solutions and co-promoting 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 ecosystem can be found here.

Analysts
IRI meets regularly with top-tier analysts from firms such as Gartner and Forrester. During these meetings, IRI briefs industry analysts on our latest capabilities, including product launches and updates as part of the analysts’ research process on what’s happening in the market. IRI has a dedicated global analyst relations head who organizes these sessions between IRI and analysts and ensures that they have the latest information on our offerings, connects them to clients for case studies and references, and helps IRI understand what the latest priorities and feedback are from analysts so that we can remain competitive in our offerings and messaging.

Media
On an ongoing basis, IRI issues press releases to the media 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, and a selection of IRI media coverage is here.

CONCERNS
While our stakeholders have a multitude of interests in IRI, the areas of primary focus are:

• Social – learning and professional development, diversity, equity and inclusion
• Economic – customer satisfaction
• Environment – energy consumption

Report Profile

REPORT PERIOD/REPORT CYCLE
This CSR report covers calendar year 2021 and was last published for calendar year 2020. IRI intends to publish CSRs annually, publishing the next report by the end of 2023, for the 2022 year.

EXTERNAL ASSURANCE
IRI has engaged Green Diamond Solutions to calculate IRI’s greenhouse gas (GHG) emissions, waste and water performance reporting since 2017. This enhances the credibility of data reported by IRI to stakeholders in its public sustainability report. The engagement also identifies opportunities for IRI to continue to improve the management of key environmental, social and governance processes and key metrics.

CONTACT
For questions about this report or to speak with us generally about our corporate sustainability program and plans, please contact us at +1-312-726-1221 or compliance@IRIworldwide.com.

IRIworldwide.com
## 2021 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, four of those organizations: the Task Force on Climate-related Financial Disclosure, the United Nations, the Global Reporting Initiative and the Sustainability Accounting Standards Board.

<table>
<thead>
<tr>
<th>CSR Subsection</th>
<th>CSR Page #</th>
<th>TCFD Pillar</th>
<th>TCFD Disclosure</th>
<th>GRI Standard Disclosure Title</th>
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</thead>
<tbody>
<tr>
<td>Executive Message</td>
<td>1</td>
<td></td>
<td></td>
<td>Statement from senior decision-maker</td>
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<tr>
<td>Ethics and Professional Integrity</td>
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<td>Values, principles, standards and norms of behavior</td>
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<td>Structure</td>
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<td>Governance</td>
<td>a) Describe the board’s oversight of climate-related risks and opportunities;</td>
<td>Governance structure</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>b) Describe management’s role in assessing and managing climate-related risks and opportunities.</td>
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<td>Privacy and Data Protection</td>
<td>9</td>
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<td></td>
<td>Explanation of the material topic and its boundary; Substantial complaints concerning breaches of customer privacy and losses of customer data</td>
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<td>Endorsements</td>
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<td>Name of the organization; Location of headquarters; Ownership and legal form</td>
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<td>UNSDG Goal</td>
<td>UNSDG #</td>
<td>SASB Disclosure</td>
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<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------</td>
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<tr>
<td>102-14</td>
<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>16.3</td>
<td>Description of approach to ensuring professional integrity; Total amount of monetary losses as a result of legal proceedings associated with professional integrity</td>
<td>SV-PS-510a.1, SV-PS-510a.2</td>
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<tr>
<td>102-16</td>
<td>418-1</td>
<td>16.10</td>
<td>Description of approach to identifying and addressing data security; Description of policies and practices relating to collection, usage and retention of customer information; (1) Number of data breaches; (2) Percentage involving customers’ confidential business information (CBI) or personally identifiable information (PII); (3) Number of customers affected</td>
<td>SV-PS-230a.1, SV-PS-230a.2, SV-PS-230a.3</td>
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## 2021 Standards Traceability

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<td>Activities, brands, products and services; Markets served</td>
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<td>Significant changes to the organization and its supply chain; Changes in reporting</td>
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| CO₂ Intensity           | 20         | Metrics and Targets | a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process  
                          |             |                          | b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks | Direct (Scope 1) GHG emissions  
                          |             |                          |                                                                                | Energy indirect (Scope 2) GHG emissions  
                          |             |                          |                                                                                | Other indirect (Scope 3) GHG emissions  
<pre><code>                      |             |                          |                                                                                | GHG emissions intensity                  |
</code></pre>
<p>| Water Use               | 20         |             |                                                                                | Water withdrawal                                                                               |
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| Management Approach     | 15, 19, 23, 30 |             |                                                                                | The management approach and its components                                                      |</p>
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ABOUT IRI
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