



INTEGRATED REPORTING <IR>

# *Who is the IIRC?*



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# IIRC PILOT PROGRAMME



**BUSINESS  
NETWORK**

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**INVESTOR  
NETWORK**

# Mission

- ... globally accepted framework***
- ... strategy, governance, performance and prospects***
- ... clear, concise and comparable***
- ... evolution of corporate reporting***
- ... financial, governance, management commentary and sustainability reporting***
- ... adoption by report preparers***
- ... recognition of standard setters and investors.***

# ***Vision***

***... corporate reporting norm***

***... organizations, their investors and other stakeholders***

***... informed decision-making***

***... efficient capital allocation***

***... creation and preservation of value***

***... more sustainable global economy.***

## *The Journey so far...*



Summary of  
comments

Behaviour  
Change

Background  
Papers

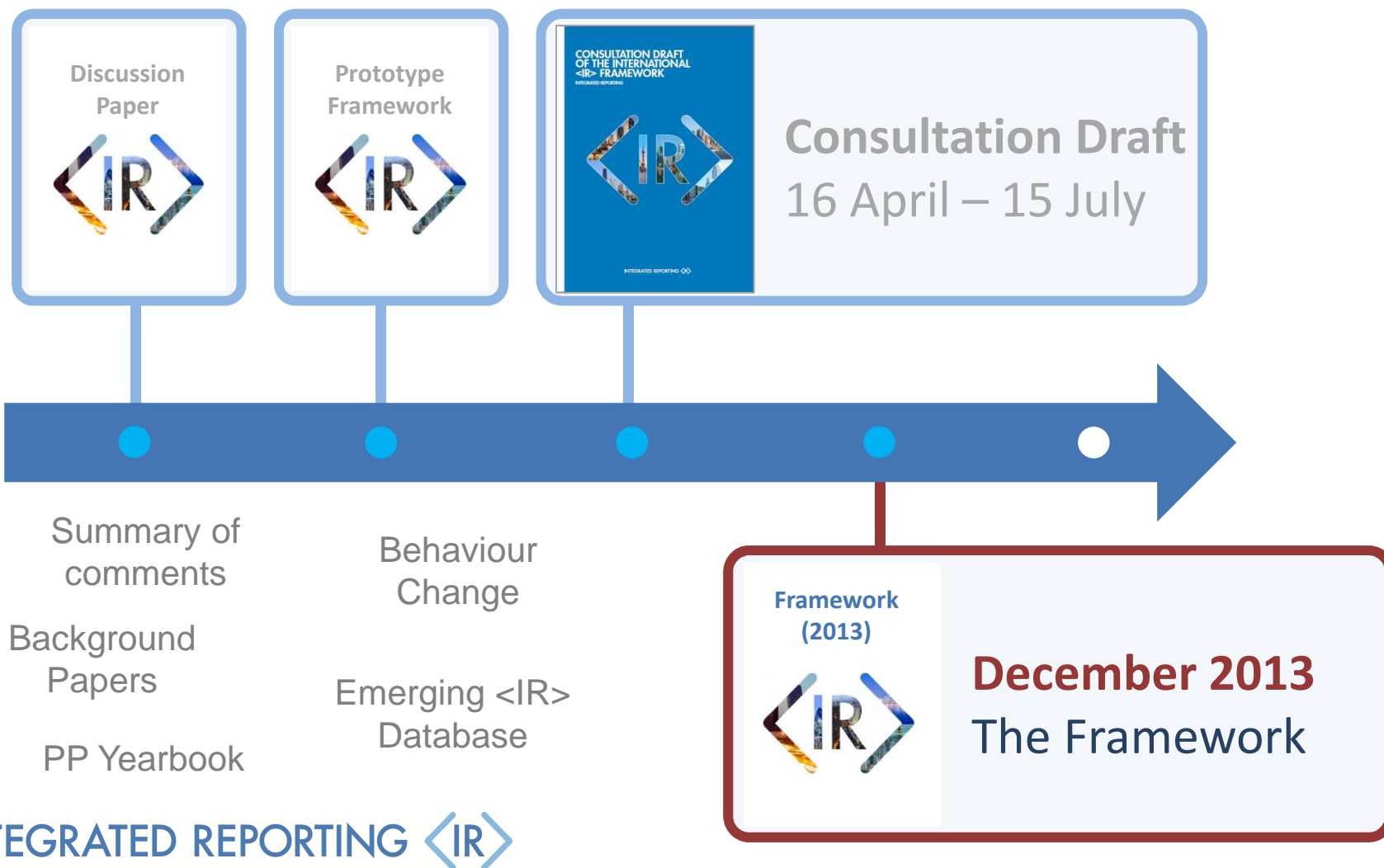
Emerging <IR>  
Database

PP Yearbook

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*The Journey so far...*

*...and ahead*



# Outline

*What is <IR>?*

*Key features of the  
Consultation Draft*

*How you can  
participate*



## *Outline*

*What is <IR>?*

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# What is <IR>?

***<IR> is a process***

- communication
- value creation over time
- a periodic integrated report

***An integrated report is a concise communication***

- strategy, governance, performance and prospects
- external environment
- creation of value over the short, medium and long term

***It is prepared***

- in accordance with the Framework
- primarily for providers of financial capital
- of benefit to all stakeholders

## *A new focus*

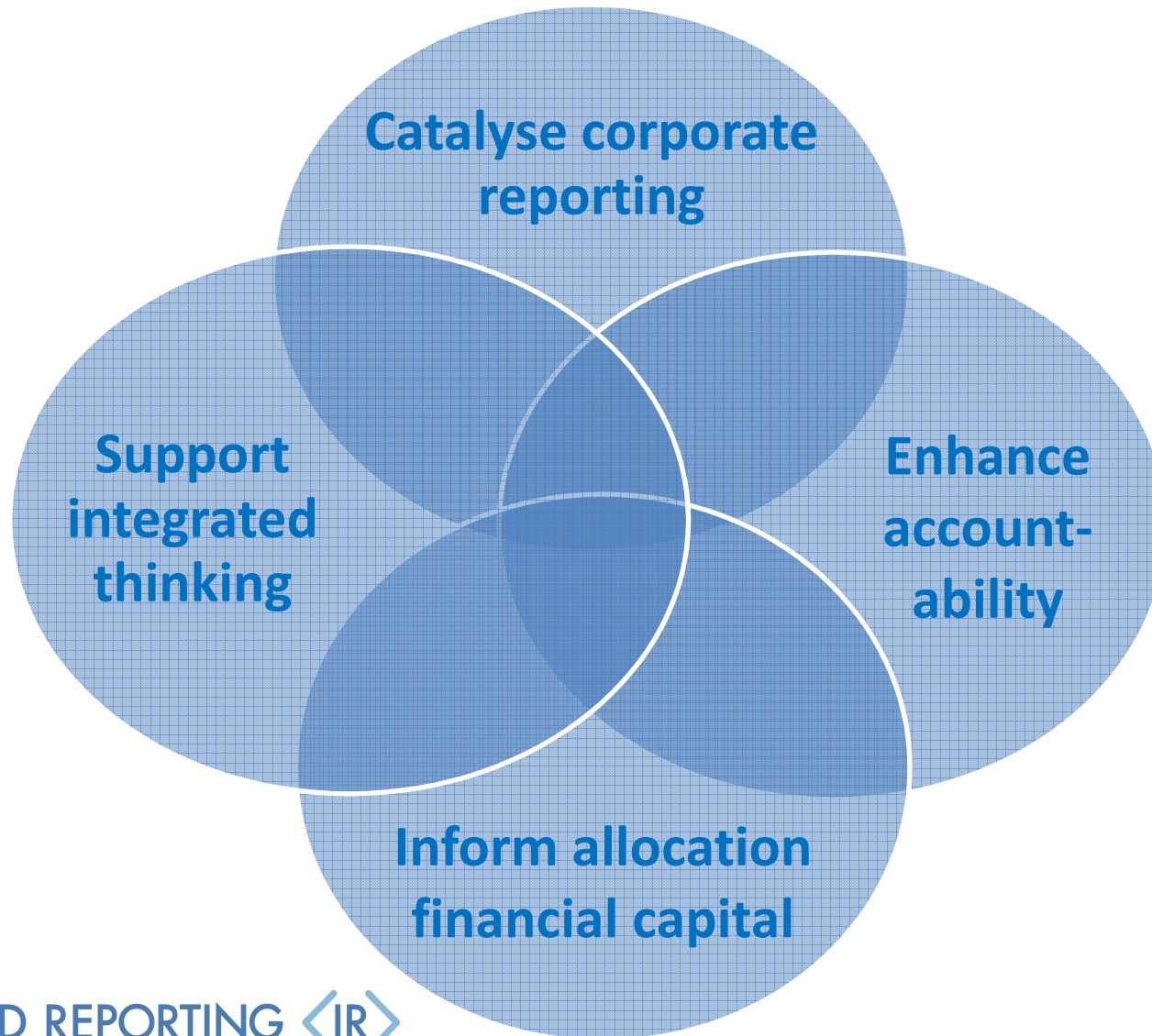
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**concise communication about value**



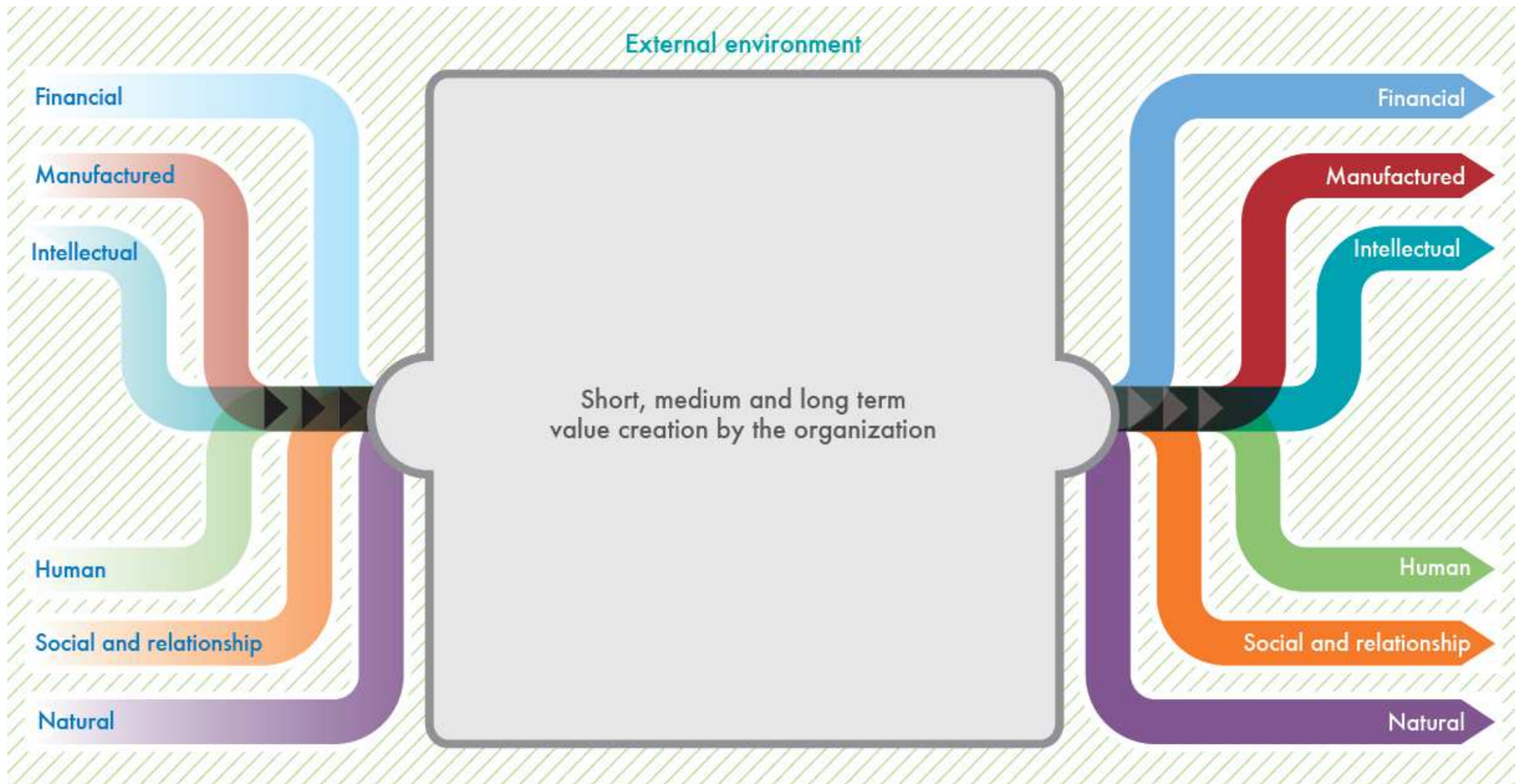
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# ***Objectives***



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# *The essence of <IR>*



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## ***Outline***

***What is <IR>?***

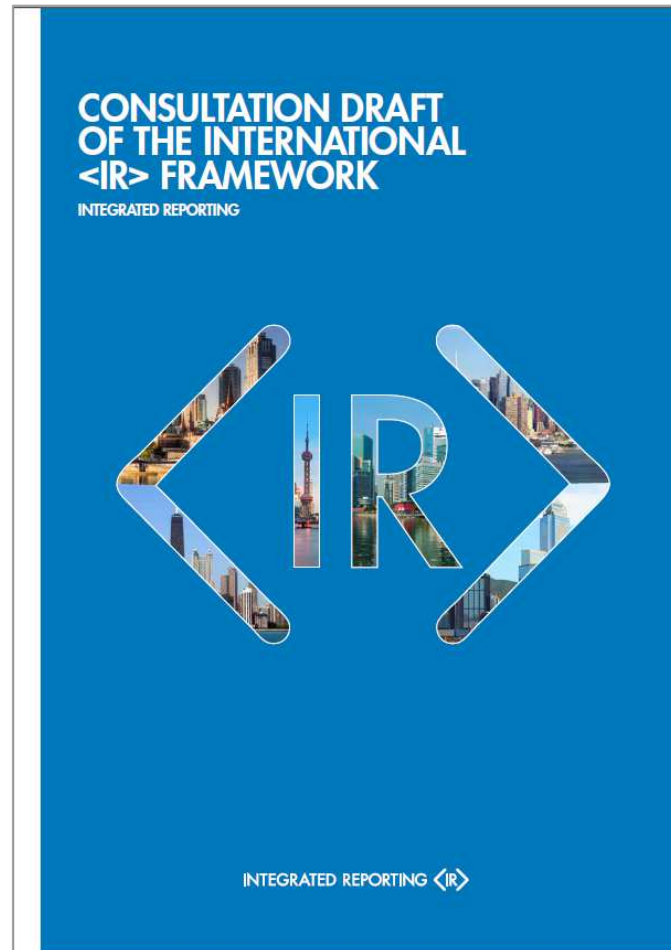


***Key features of the  
Consultation Draft***



***How you can  
participate***

# *The Consultation Draft*

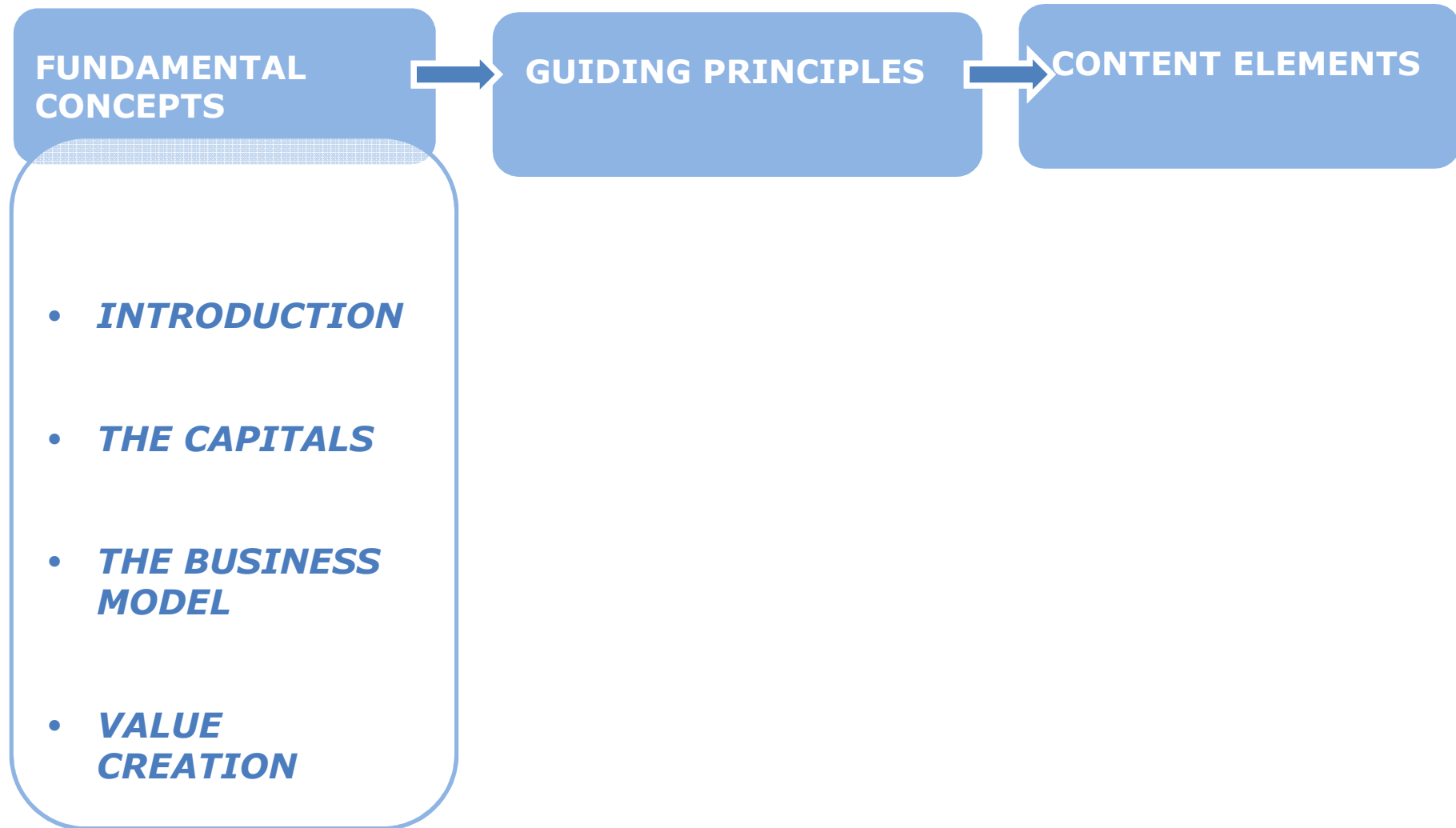


## *Consultation Draft of the International <IR> Framework*

- *The IIRC and the process*
- *Request for comment*
- *Consultation questions*
- *Draft Framework*

[www.theiirc.org/consultationdraft/2013](http://www.theiirc.org/consultationdraft/2013)

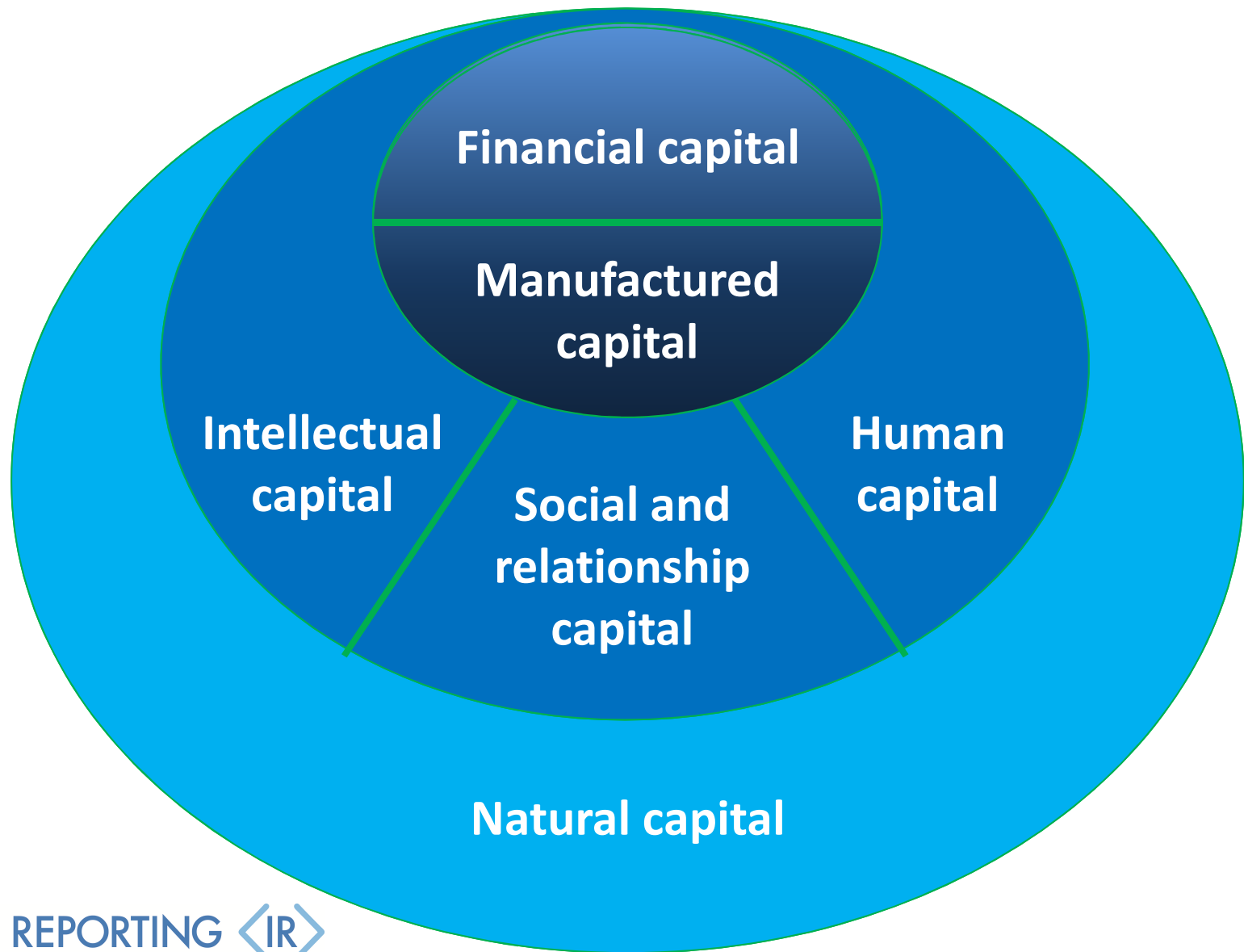
# Core features



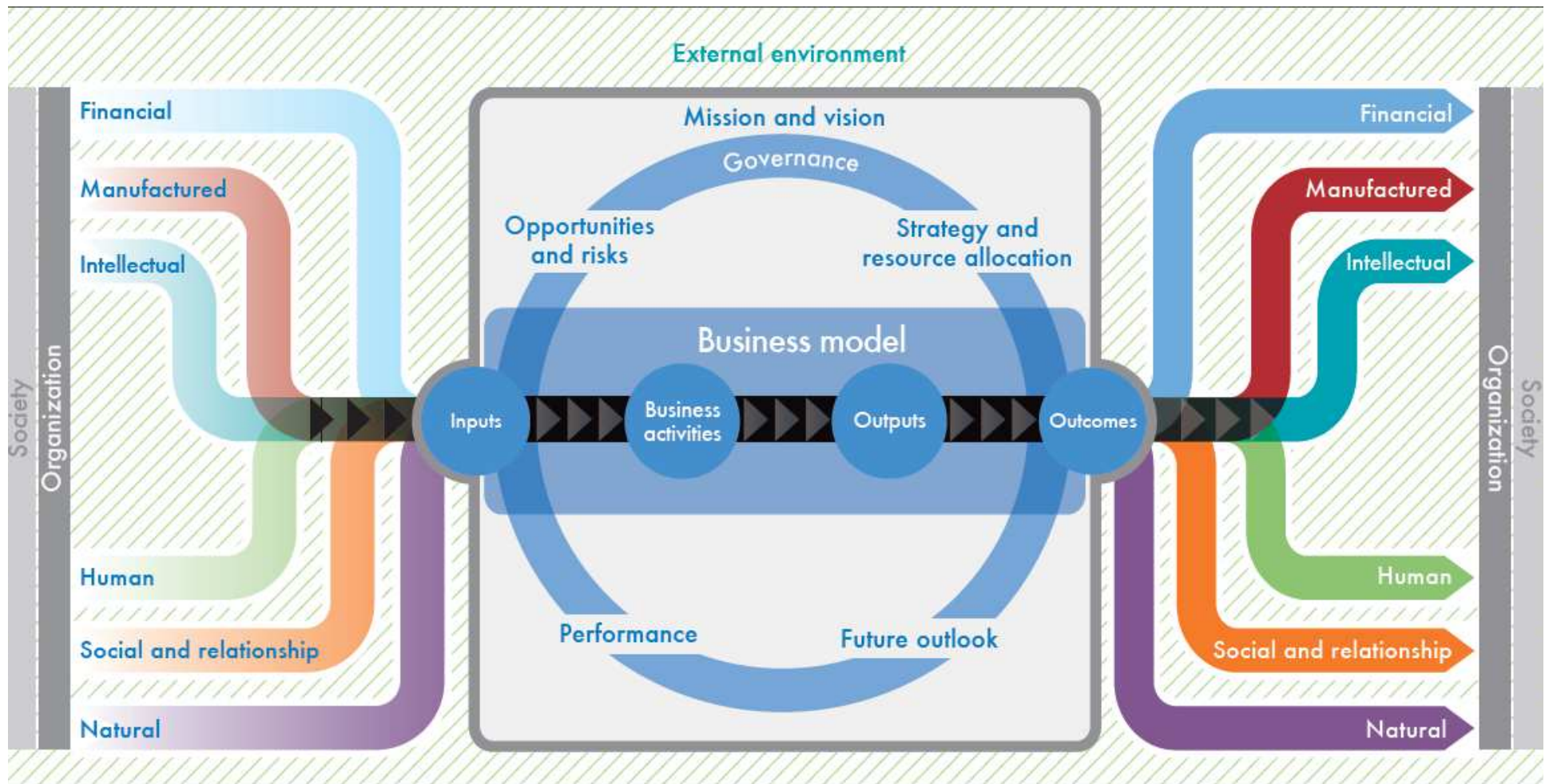
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## *The capitals*



# Business model



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# Creating value

**<IR> explains how an organization creates value over time.**

- *Serving the interests of, and working with, all key stakeholders*
- *Financial returns plus effects on other capitals and other stakeholders*
- *Increase, decrease or transformation of the capitals*
- *A wide range of interactions, activities, relationships, and causes and effects*
- *Provide information, not measure value*



# Core features

## FUNDAMENTAL CONCEPTS

- **INTRODUCTION**
- **THE CAPITALS**
- **THE BUSINESS MODEL**
- **VALUE CREATION**

## GUIDING PRINCIPLES

- **STRATEGIC FOCUS AND FUTURE ORIENTATION**
- **CONNECTIVITY OF INFORMATION**
- **STAKEHOLDER RESPONSIVENESS**
- **MATERIALITY AND CONCISENESS**
- **RELIABILITY AND COMPLETENESS**
- **CONSISTENCY AND COMPARABILITY**

## CONTENT ELEMENTS

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## ***Guiding principles***

**1** ***Strategic focus and future orientation***

**2** ***Connectivity of information***

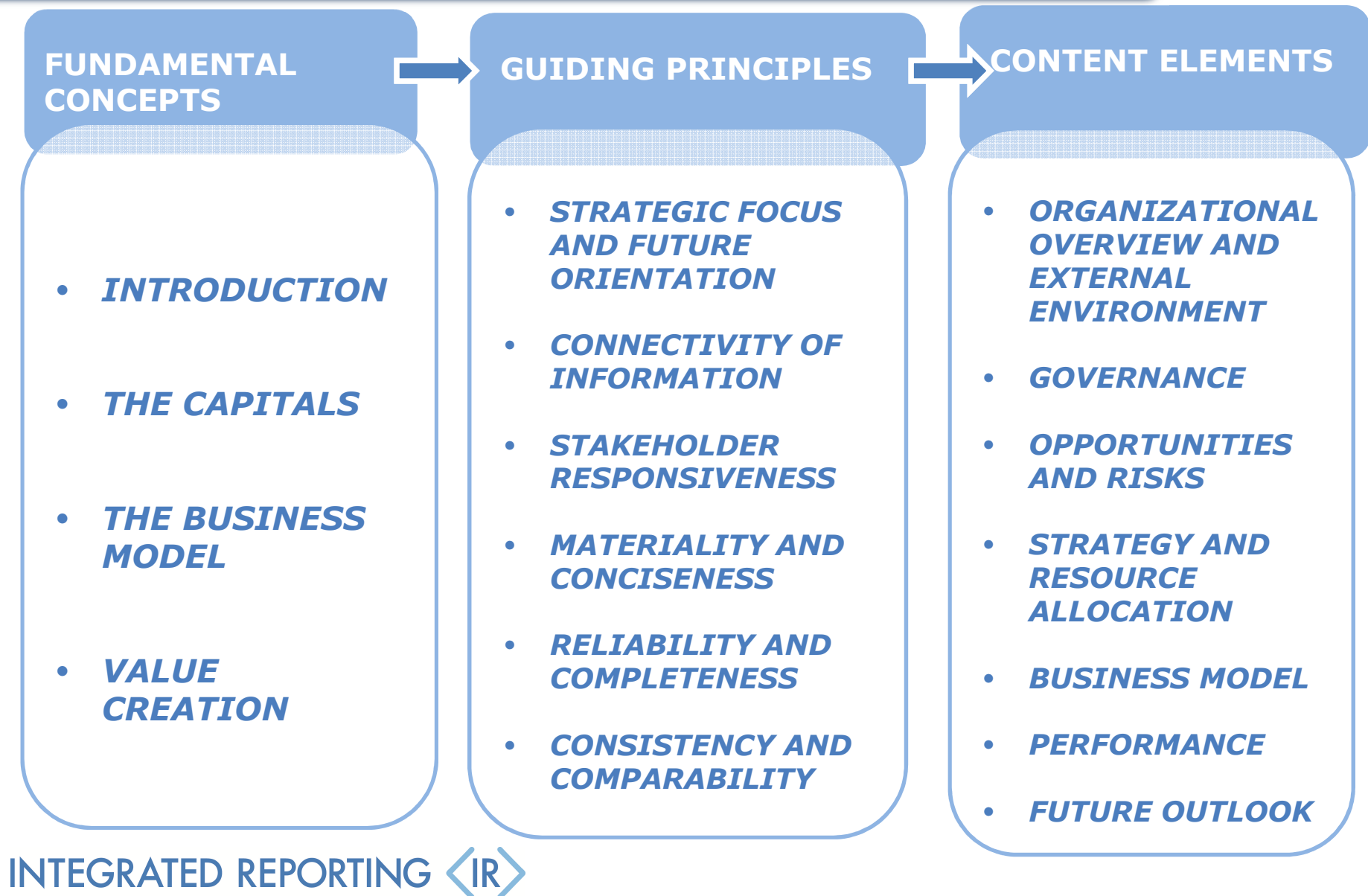
**3** ***Stakeholder responsiveness***

**4** ***Materiality and conciseness***

**5** ***Reliability and completeness***

**6** ***Consistency and comparability***

# Core features



# Content elements



***Questions to be answered***

***Unique story***

***Connections apparent***

***Not a set sequence***

***Not isolated, standalone sections***

- **ORGANIZATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT**
- **GOVERNANCE**
- **OPPORTUNITIES AND RISKS**
- **STRATEGY AND RESOURCE ALLOCATION**
- **BUSINESS MODEL**
- **PERFORMANCE**
- **FUTURE OUTLOOK**

## ***Other sections***

- **Summary of requirements**
- **Overview**
- **Preparation and presentation:**
  - Frequency of reporting
  - The materiality determination process
  - Disclosure of material matters
  - Involvement of those charged with governance
  - Credibility
  - Time frames for short, medium and long term
  - Reporting boundary
  - Aggregation and disaggregation
  - Use of technology
- **Glossary and appendices**



# ***Outline***

***What is <IR>?***

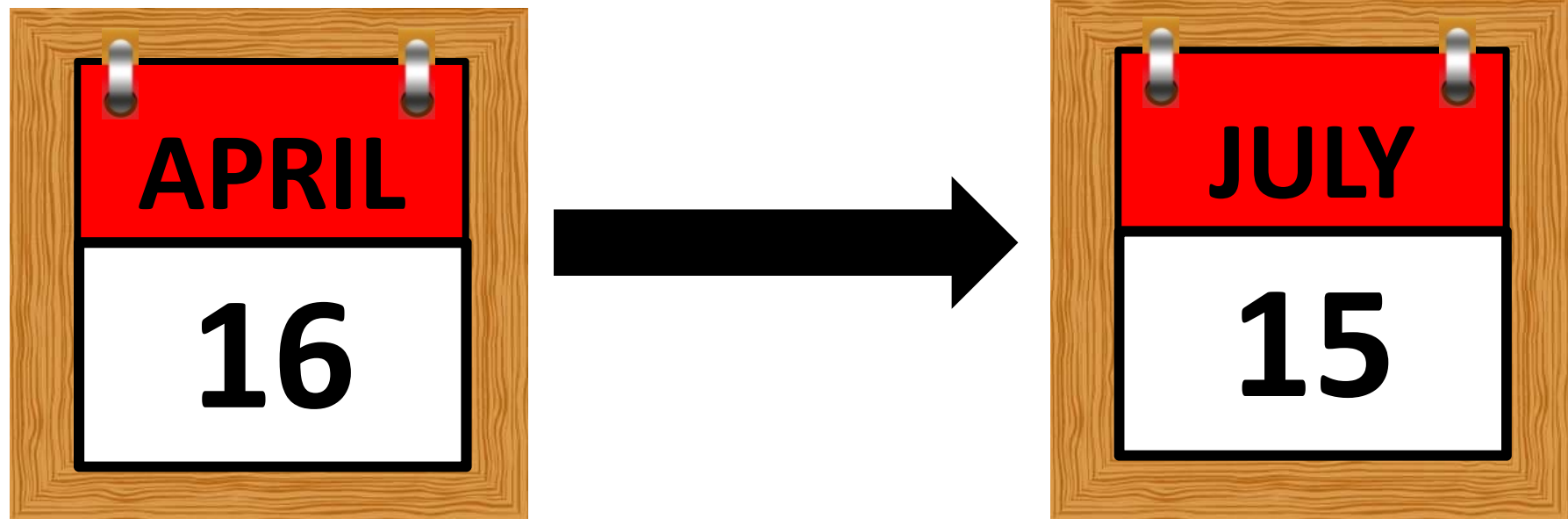


***Key features of the  
Consultation Draft***



***How you can  
participate***

## *Consultation period*



**READ IT – CRITIQUE IT – FEEDBACK TO US**

FRANÇAIS

(FRENCH)

العربية

(ARABIC)

ESPAÑOL

(SPANISH)

PORTUGUÊS

(PORTUGUESE)

普通话

(CHINESE)

日本語

(JAPANESE)

Русский

(RUSSIAN)

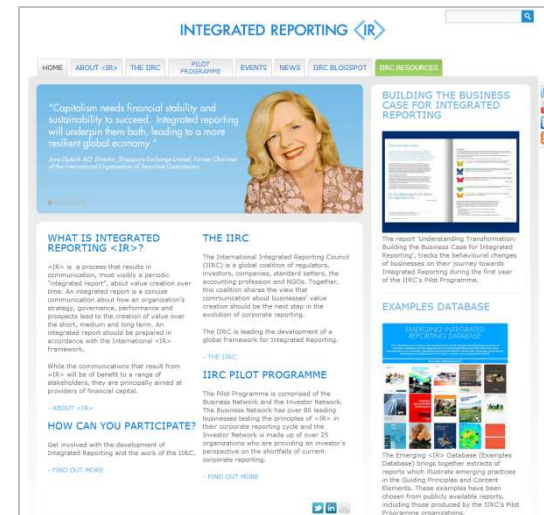
ITALIANO

(ITALIAN)

ENGLISH

# Responses

- *Downloadable form on our website*
- *Comments on all aspects of the Framework are welcome*
- *Any or all*
- *Please respond whether in agreement or not*



[www.theiirc.org/consultationdraft2013](http://www.theiirc.org/consultationdraft2013)

## ***Who we would like to hear from***

- ***INVESTORS***
- ***BUSINESSES***
- ***REGULATORS/STANDARD -  
SETTERS/POLICY MAKERS***
- ***CIVIL SOCIETY***
- ***ACADEMICS***
- ***ASSURANCE PROVIDERS***



## ***Other ways to participate***

***1. LINK ON YOUR WEBSITE***

***2. MEDIA RELEASE***

***3. ARTICLE IN YOUR NEWSLETTER***

***4. ORGANIZE AN EVENT***



## The reaction so far...

- **OVER 90 GLOBAL PUBLICATIONS INCLUDING THE AUSTRALIAN, THE WALL STREET JOURNAL, NIKKEI AND THE GUARDIAN**
- **OVER 17,000 UNIQUE VIEWS OF THE CONSULTATION DRAFT PAGE ON OUR WEBSITE.**
- **EVENTS HOSTED BY 6 MAJOR STOCK EXCHANGES**

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PANPA NEWSPAPER OF THE YEAR

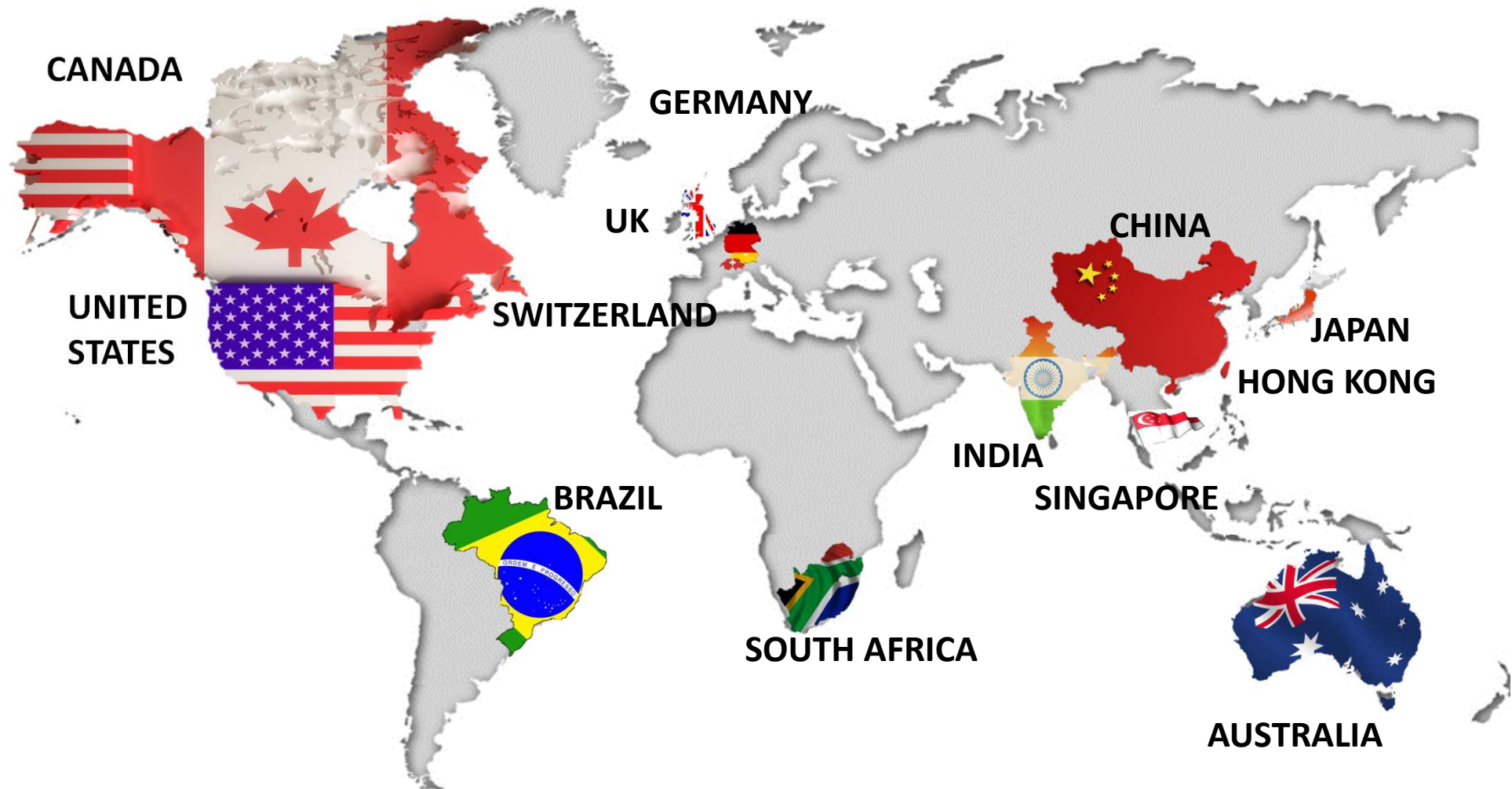
**THE AUSTRALIAN**   
**the guardian**

THE WALL STREET JOURNAL.  
**WSJ**



## ***Launch events in:***

...With over 1,500 attendees on the day there are further events happening in these countries throughout the Consultation Period





***Even more events are happening in:***



SWEDEN



RUSSIA



IRELAND



NETHERLANDS



BELGIUM



UKRAINE



FRANCE



ITALY



MALAYSIA



SOUTH KOREA



PORTUGAL



SPAIN



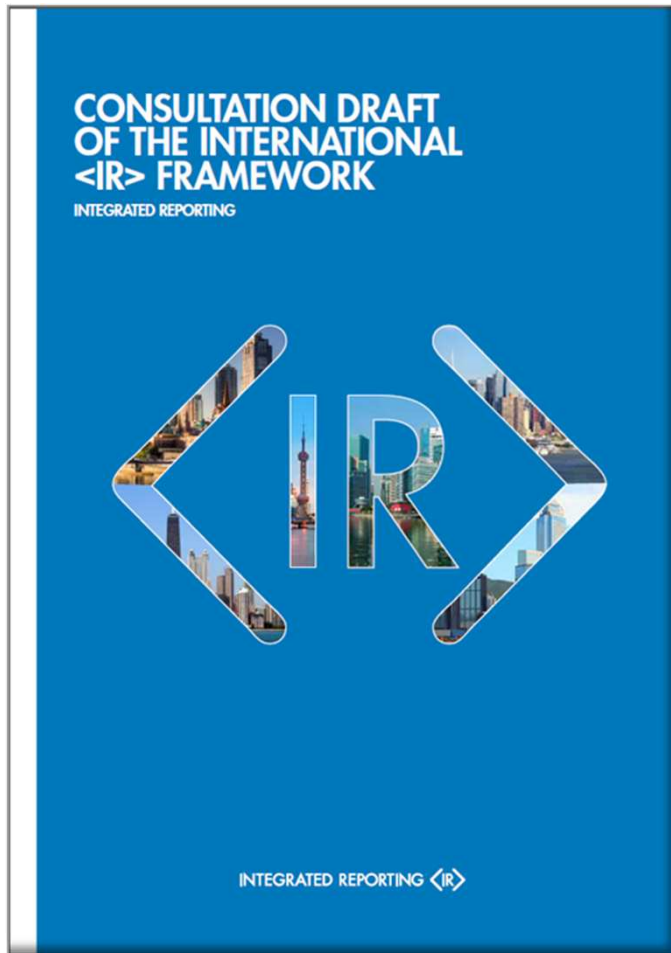
INDONESIA



NEW ZEALAND

***...meaning 1000's of people  
getting involved!***

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# ***YOUR INVITATION TO SHAPE THE FUTURE OF CORPORATE REPORTING***

[www.theiirc.org/consultationdraft/2013](http://www.theiirc.org/consultationdraft/2013)



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