

## Pilot Programme

Participation in the Integrated Reporting Pilot Programme offers a select group of companies the opportunity to demonstrate global leadership in this emerging field of corporate reporting. The Pilot Programme will encompass companies as well as the investor community, with expert support from the secretariat of the International Integrated Reporting Committee (IIRC) and peer group feedback from other participants in the Programme. Through the Pilot Programme, the principles and practicalities of Integrated Reporting will be tried and tested, with the intention to create a new global standard in Integrated Reporting.

The aim of Integrated Reporting is to demonstrate the linkages between an organization's strategy, governance and financial performance and the social, environmental and economic context within which it operates. The IIRC's Framework will support an organization in addressing, in a clear and concise manner, the material issues affecting its ability to create and sustain value in the short, medium and longer term.

### The Programme

The Pilot Programme is a platform for companies to start applying the principles of Integrated Reporting, as champions of reporting innovation.

The Programme will consist of three phases:

1. Dry run – an initial phase that asks companies to do a walkthrough of IIRC's Framework and identify the opportunities and challenges of implementation, informing the Pilot kick-off meeting and Discussion Paper consultation. The Dry Run phase has started.
2. Pilot Cycle 1 – the first round of piloting, based on the Discussion Paper and draft Integrated Reporting Framework for reporting cycles ending between October 2011 and September 2012.
3. Pilot Cycle 2 – the second round of piloting building on experiences from the first year.

Aside from the Discussion Paper, the IIRC will provide additional commentary and guidance to pilot companies. A dedicated IIRC staff member will support the Programme. The

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Programme will be run through regular tele- and web conferences, and a moderated community forum, allowing companies to learn from and share insights with peers.

The Pilot Programme will also offer the valuable opportunity to interact with experts from the investor community regarding their perspectives on Integrated Reporting and Integrated Reports. The IIRC will invite a group of investors focused on different sectors and regions to discuss Integrated Reporting with the pilot companies, and offer feedback on reports published as part of the Pilot Programme.

There will be three meetings of the pilot companies, investor community representatives, reporting experts and selected IIRC and IIRC Working Group representatives:

- An initial kick-off meeting in the Netherlands on 17 & 18 October 2011 - to discuss the outcomes of the initial dry run and introduce companies to the Discussion Paper and Pilot Programme
- A mid-Programme conference in September 2012 – to discuss the outcomes of the first pilot cycle and further developments in the Integrated Reporting Framework
- A closing conference in October 2013 – to discuss the outcomes and key lessons of the Programme

The IIRC will capture feedback throughout the Programme to inform the further development of the Integrated Reporting Framework. Key learning will be captured in two publications, one to be released mid-Programme and the other at the closing conference.

## Who should apply?

Leading companies, from any sector or region, that are interested in supporting the work of the IIRC and being among the first to apply the Framework.

Specifically, the IIRC asks your company for:

- top management buy-in into the Programme
- a stated intention to work towards creating an integrated report
- willingness to provide feedback to the IIRC and other participants
- an annual financial contribution

## Why apply?

As a participating company, you will:

Help shape the future of integrated reporting. Your company can expect to:

- be one of the primary dialogue partners of the IIRC in its further work on the Integrated Reporting Framework
- stay closely informed of the direction of development of the Framework during 2011-2013, including the work on the exposure draft and the final Framework

Achieve visibility as a leader in the reporting field and as a supporter of the IIRC, including through:

- being among the first companies to implement Integrated Reporting
- being listed on the dedicated public pilot page of the IIRC website [www.theiirc.org](http://www.theiirc.org), and on communications material related to the Pilot Programme
- being included and referenced in publications on the Pilot Programme outcomes

Receive support during the piloting process through:

- participation in the three Programme conferences
- Pilot Programme guidance material providing insight into current good practice and sources of further guidance
- periodic calls with peers as well as a community forum to exchange good practice
- expert input from the IIRC and IIRC Working Group members developing the Framework
- feedback on companies' reports from investment professionals, who are the intended to be the primary audience for Integrated Reports

## Supporting the IIRC

The IIRC asks piloting companies for an annual contribution of GBP 10,000<sup>1</sup> [ten thousand] to support the Pilot Programme and work of the IIRC.

In order to encourage diverse participation, companies with annual turnover (revenue) of under GBP 600 Million may opt to contribute less, down to GBP 5,000. Please consider group turnover rather than that of any specific subsidiary. The first contribution is due by 15 September 2011 for all participants.

## Investor Network

Members of the investment community are invited to join the Programme. Investors are welcome, firstly, as pilot companies in their own right, secondly, to express interest in participating as a member of the *Investor Network*. The Investor Network will help shape Integrated Reporting to meet investors' needs. It will be a source of advice and feedback for pilot companies and the IIRC as well as offer an investor views on the outputs of the Programme.

Investors interested in the Investor Network are asked to email [pilotprogramme@theiirc.org](mailto:pilotprogramme@theiirc.org)

## A role for Business Organizations (Network Partners)

The IIRC will partner with business networks to help run the Pilot Programme. In addition to gaining the full benefit from participating in the overall Programme, the Network Partner will help provide additional guidance and assistance to member organizations, for example, through running extra workshops and seminars, and will work closely with the IIRC team to coordinate the Programme. In some cases, the Network Partner may offer their members a subsidy to participate in the IIRC Pilot Programme. A Network Partner must be a not-for-profit organization and have at least five organizations participate in the Programme through its network.

Currently the UN Global Compact is the only recognized Network Partner of the Pilot Programme.

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<sup>1</sup> Approximately equivalent to USD 16,500, EUR 11.150 or JPY 1,340,000 in May 2011.

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Business member organizations and business networks interested in supporting their members and associates in the Programme in such a way should contact the IIRC Secretariat for details by emailing [pilotprogramme@theiirc.org](mailto:pilotprogramme@theiirc.org) regarding recognition as Network Partner in advance of any of their members applying.

## How your company can apply for the Programme

Participation in the Programme is by invitation. The IIRC seeks to bring together a diverse group of companies interested in leading the development of Integrated Reporting. This will also ensure participating companies will have the benefit of interaction with a dedicated and high quality peer group on their Integrated Reporting journey.

Companies can register their interest in joining the Programme by emailing the expression of interest form to [pilotprogramme@theiirc.org](mailto:pilotprogramme@theiirc.org).

The IIRC welcomes all expressions of interest. However, as the Programme is commencing, you are strongly encouraged to contact the IIRC Secretariat as soon as possible regarding any forthcoming expression of interest.

All expressions of interest will be assessed by the Pilot Programme Advisory Group. The Advisory Group supports the selection of a diverse and balanced group of companies for invitation, and recommends its choices to the IIRC Secretariat.

Companies should also indicate in their expression of interest whether they wish to participate in the Programme through a Network Partner of their choosing. The Network Partner must be acknowledged by the IIRC.

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## More information

Please email [pilotprogramme@theiirc.org](mailto:pilotprogramme@theiirc.org) for more information or to express your interest in participating in the Pilot Programme.