



Business Network programme 2019

In every movement, there are always those that move first, who see opportunity early and combine vision with action.

This characterizes the 90 organizations that participate in the <IR> Business Network, who are proactively implementing the concepts of integrated reporting to strengthen not just the way their organizations report, but the way they think and act.

About the IIRC

The International Integrated Reporting Council (IIRC) is a global coalition of regulators, investors, companies, standard setters, the accounting profession and NGOs. Together, this coalition shares the view that communication about value creation should be the next step in the evolution of corporate reporting. The International <IR> Framework was released in December 2013 after an extensive process to meet this need and provide a foundation for the future.

The IIRC's long term vision is to align capital allocation and corporate behaviour to wider goals of financial stability and sustainable development through the cycle of integrated reporting and thinking.

The IIRC's mission is to establish integrated reporting and thinking within mainstream business practice as the norm in the public and private sectors.

Benefits for the <IR> Business Network participants

The <IR> Business Network is the IIRC's global flagship programme for engaging with leading organizations around the world committed to furthering thinking and practice in integrated reporting.

The <IR> Business Network is a diverse group of leading organizations from different sectors and regions around the world, who are sharing the IIRC's vision and are playing a key role in raising awareness and encouraging adoption of integrated thinking and reporting around the world. They are united by this shared vision to contribute to financial stability and sustainable development.

Participants in the <IR> Business Network learn from peers and reporting experts, sharing experiences as they address implementation challenges. By joining the <IR> Business Network, you will have the opportunity to hear from our technical experts and contribute to technical papers, help develop the growing body of case studies and provide leading practice examples to support each other and those who follow in your footsteps.

Their annual financial contributions are a valued input to the continuing work of the IIRC, and allow a rich programme for participants to be offered.

Participants receive the following benefits:

(Click on the links below)



What's new for 2019?

Integrated Thinking and Strategy Group

The opportunity to engage, at a senior level, with the Integrated Thinking and Strategy Group. This group was launched in mid-2018 and includes over 35 organizations working together to develop practical guidance on integrated thinking.

IIRC Global Conference 2019

Join us on 16-17 May 2019 in London for the IIRC's Global Conference 2019. Complimentary places for <IR> Business Network participants will be available, subject to terms and conditions.

Webinars

More monthly tailored webinars with an additional focus on technical issues and guest speakers providing insights into hot topics.

Get involved

This document outlines the key opportunities available to <IR> Business Network participants in 2019 to learn, share and engage while supporting your organization's integrated reporting journey.

If you have any questions, or would like to discuss an aspect of the 2019 programme, please contact the <IR> Business Network team via email at businessnetwork@theiirc.org or call +44 20 7504 2575

www.integratedreporting.org

[@theiirc](https://twitter.com/theiirc)

[in](https://www.linkedin.com/company/integrated-reporting) **integrated Reporting <IR>**

2019 Programme: how to engage



Having my integrated report reviewed

Find out more via the IIRC website: [Report critique project](#)

Our programme

Through confidential specialist and investor analysis of your report, benchmarked against the International <IR> Framework, the report critique project supports your implementation of integrated reporting. You receive clear feedback on your report, including opportunities for improvement, and have the opportunity to participate in a debrief call/meeting to go through the detailed feedback.

The purpose of the project is to:

- Enable improved implementation of integrated reporting
- Highlight leading practices that will support and inspire other organizations globally to adopt integrated reporting
- Provide insights into emerging market trends in corporate reporting which inform all stakeholders in the corporate reporting system.

<IR> Business Network participants are invited to take part regardless of where you are in your journey towards integrated reporting. This review is beneficial to those already progressed on the integrated reporting agenda through providing in-depth insights, as well as those just getting started and publishing first integrated reports, by helping you prioritize initial steps.

Our partner in this project, ACCA, study the findings of the report reviews annually to identify trends and practical insights. Read [ACCA's 2018 publication](#), which includes interviews with leading <IR> Business Network participants.

Our partner in this project:



How you can engage

Request your annual review by sending a link to your report (e.g. integrated report, integrated annual report, or strategic report) to businessnetwork@theiirc.org by 30 June 2019 and you will receive feedback on your report by 30 November 2019.

As in past years, the anonymized findings of this project will be used to create thought leadership on emerging trends in reporting.



Training

Find out more via the IIRC website: [<IR> Training Programme](#)

Our programme

The <IR> Training Programme aims to develop individuals' skills and help build capacity within organizations to implement integrated reporting. Information about our approved training providers and the programme of training events is available on the IIRC's website.

Discounts for <IR> Business Network participants are available from some providers.

How you can engage

Your contact for further information: training@theiirc.org.



Sharing my integrated reporting journey

Have your own dedicated page on the IIRC website: Current <IR> Business Network participant profiles can be seen [here](#).

Our programme

As an <IR> Business Network participant, you are invited to profile your journey to integrated reporting through a dedicated page on the IIRC website, explaining your approach, your progress and your future plans. Link to articles, videos, or your report and share all the latest information about your journey to integrated reporting.

How you can engage

To enable us to create your dedicated webpage on the IIRC site, we ask you to send the following information to businessnetwork@theiirc.org:

- A short introduction to your organization
- Explain your journey to integrated reporting so far, including any benefits, challenges and approaches that have worked for you
- A quote from your CEO/CFO, or another leader (e.g., on the impact of integrated thinking and reporting), accompanied by a photo
- A link to any articles, blogs or videos on the topic of integrated reporting
- A copy of your logo for use on your page on our website. It would be useful to have the logo (in jpg form) so that we can also include it on a list of <IR> Business Network participants as soon as you join.

Your page will be accessible through the links on [this page of our website](#).



Providing leading practice examples

Visit the [IIRC's blog page](#) and the [<IR> Examples Database](#)

IIRC's blog page

Our programme

We invite you to share your experiences in the form of a blog, quote or article for the IIRC website and social media. We capture case studies on a regular basis to help inspire and inform the ever-growing integrated reporting community.

How you can engage

If you would like to share your experiences with others please let us know. We can provide support with editing a case study and publish articles in English as well as other languages.

Contact businessnetwork@theiirc.org.

We also encourage you to share your thoughts directly via the [Integrated Reporting LinkedIn Group](#).

<IR> Examples database

Our programme

This rich resource provides [examples of leading practice](#) to inspire and inform your own reporting. Showcasing best-in-class examples of how companies tackle specific content elements or guiding principles in the International <IR> Framework, as well as linking to award-winning reports, we recommend organizations use the database to guide their thinking. We are also always looking for new examples of good practice reporting and we find <IR> Business Network participants are often innovative in their approaches.

How you can engage

To suggest new examples or make us aware of award-winning reports, please [use this online form](#).

We also keep an updated list of integrated reports that refer and/or are influenced by the International <IR> Framework – make sure your name is included in <IR> Reporters section.



Networking

Regional <IR> Business Networks

Our programme

Over 2,000 people participate in regional networks run by our partners to interact and support their integrated reporting journey within the local context.

How you can engage

These networks are run by our partners – to find out more contact: businessnetwork@theiirc.org.

Partner <IR> events and conferences

Our programme

We work with partners throughout the year to ensure there are relevant events for <IR> Business Network participants, providing an opportunity for face-to-face engagement.

How to engage?

Events led by IIRC partners are available across the world, exploring the themes of integrated reporting. Contact us if you are interested to host an event on integrated reporting in association with the IIRC: businessnetwork@theiirc.org.

Investors are increasingly seeking an organization's holistic story of value creation, where financial information is integrated into a broader context to help support investment decision making



Dialogue with investors

Investor dialogue

Our programme

Investors are increasingly seeking an organization's holistic story of value creation, where financial information is integrated into a broader context to help support investment decision making. Throughout the year, we provide opportunities for <IR> Business Network participants to engage in dialogue with investors to better understand their information needs.

All of our conferences and events will provide an investor context. Guest speakers from the investor community also regularly contribute to group discussions and webinars.

How to engage?

Understand the latest insights from investors through attending <IR> Business Network webinars, events and reading our newsletters.

Investor statement

Our programme

As evidence of progress, leading investors are sending a clear signal about integrated reporting by signing the investor statement, emphasizing the value of integrated reporting and its importance in their capital allocation decisions. Those signing the statement have confirmed that their investment processes require information on business models, strategy, and the resources on which the company relies.

How to engage?

Please encourage your investors, via your investor relations teams, or other asset managers you engage with to sign the investor statement.

If you are an asset owner, manager, broker or otherwise involved in the investment industry and would like to show your support for integrated reporting by adding your name to the list of signatories, contact info@theiirc.org.



Participating in the development of technical guidance

<IR> Business Network participants are often at the forefront of innovating and developing integrated thinking and reporting. Through the <IR> Business Network, you can demonstrate your leadership and contribute your thinking as we develop technical guidance:

Special Interest Group Integrated Thinking & Strategy

Our programme

Launched in 2018, this group brings together over 35 organizations from across the world in both via virtual and physical meetings to collaborate and develop a model for integrated thinking and strategy.

Join the Integrated Thinking & Strategy group to drive innovation on how to develop strategies across multiple capitals. Learn from the world's best and co-create a common frame for integrated thinking that can be applied globally to help build resilient businesses.

Insights from this group will be shared with the wider network via <IR> Business Network communications and webinars.

Our partners in this initiative are:



THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

How to engage?

Our collaborative process brings together the best perspectives and examples among participants on their current practices with regard to integrated thinking and strategy. Through your participation in this peer-driven group within a non-competitive environment, you will have the opportunity to experience benefits such as:

- Engaging with business leaders who are reshaping the way organizations develop and implement strategy using a multi-capital approach
- Learning from the leading practices of your peers and sharing that knowledge within your own organization
- Sharing and addressing the integrated thinking challenges your organization is facing
- Using your learnings to drive better organizational outcomes through purpose-driven strategy, performance management and corporate governance.

Please contact Jyoti Banerjee, Special Interest Group Co-Chair (jyoti.banerjee@theiirc.org) or Brigitte Raffegau, Special Interest Group Project Manager (brigitte.raffegau@theiirc.org) for more information about this group.

Special Interest Group Creating Value in Financial Services

Our programme

This Special Interest Group offers leading financial institutions the opportunity to share thinking about value creation in the industry, learn from world leaders and co-create a common perspective on how they can use value-based thinking to inform progress at the sector level, as well as to build resilient individual businesses.

In collaboration with our content partner the Thinking Ahead Institute, the group is currently researching the present state of play with value creation in the industry through creating industry scorecards, documenting the main agents and interactions of the banking, insurance and investment sectors, and exploring value distribution across the industry.

Our partner in this initiative is:

Thinking Ahead Institute

WillisTowersWatson 

How to engage?

If you want further information on this Special Interest Group, contact businessnetwork@theiirc.org.

<IR> Technology Initiative

Our programme

The <IR> Technology Initiative brings together leading companies keen to examine how technology can underpin new trends towards integrated reporting. This group also explores how changes in technology are creating new opportunities in corporate reporting.

This group has explored the use of technology in integrated reporting in two publications, a [Guide for Chief Financial Officers \(2016\)](#) and a [Guide for Chief Information Officers \(2018\)](#).

Participants are from a range of disciplines, including business software, reporting software, sustainability software and consultancy and systems integration. Coming together enables them to share broad experiences and lead market innovation.

How to engage?

If you want to get involved with this Special Interest Group, please contact its Chair, Jyoti Banerjee jyoti.banerjee@theiirc.org.

Technical guidance

Our programme

As set out in the [International <IR> Framework Implementation Feedback Summary Report](#), and the subsequent [Progress Report](#), the IIRC technical team is working on a range of guidance documents that will help demystify integrated reporting, debunk common myths, connect to current paradigms, help overcome implementation challenges and make it easier to adopt integrated reporting.

How to engage?

<IR> Business Network participants can provide feedback on draft technical guidance by contacting businessnetwork@theiirc.org. During the year, we might also ask for your involvement in specific projects or research.

**We hold regular <IR>
Business Network webinars
with companies from over 30
countries globally to exchange
best practice and tackle head-on
the practical implementation
challenges faced by businesses**



Discussing hot topic info with experts and peers

<IR> Business Network webinars

Our programme

We hold regular <IR> Business Network webinars with companies from over 30 countries globally to exchange best practice and tackle head-on the practical implementation challenges faced by businesses – issues such as connectivity, materiality and how to achieve completeness and conciseness.

Topics for 2019 include:

Topic	Key insight
Managing data flows of financial and non-financial information (7 February 2019)	A continuing challenge for organizations is a consistent approach to capturing and managing data, so that it is an effective process. This webinar will consider ways in which organizations are creating value in managing their data.
How to communicate effectively on integrated reporting with the Board (28 February 2019)	The IIRC's stakeholder survey highlighted the desire to enhance the link between reporting and the thinking of the Board. This webinar will share examples and discuss tools and approaches to increase the value placed on integrated reporting at Board level.
Value creation (26 March 2019)	<IR> Business Network participants are familiar with the concept of value creation at the heart of integrated reporting. This webinar will aim to fine tune how organizations consider describing value in their thinking and reporting.
Business model reporting – outputs and outcomes (4 June 2019)	This is a common challenge for reporters. This seminar will provide further insight on how organizations are thinking about outcomes of their value creation process and technical insight on preparing performance information.
Integrated thinking (10 September 2019)	Updates from the Special Interest Group with exclusive content from <IR> Business Network partners and experts.
Connectivity of information (12 November 2019)	This webinar will provide further insight in an area that is seen to be a hallmark of leading practice – the ability to enhance connectivity between the capitals, throughout the integrated report and across various communications and channels.
Statement from those charged with governance (Date TBD)	This is one of the requirements of the International <IR> Framework – this webinar will consider how organizations can fulfil this in practice within the context of existing practices of corporate governance.
Use of technology in integrated reporting (Date TBD)	The <IR> Business Network benefits from leading experts in technology. Building on reports already published by the IIRC, this webinar will consider further opportunities created through technology, which can enhance connectivity and the value of information.
Getting started with integrated reporting and making the business case internally (Date TBD)	Our ongoing series for those new to integrated reporting or who wish to refresh their thinking. This is an orientation webinar, which sets out the basic concepts of integrated reporting and why organizations, from the Board down, should adopt it.

Our hour-long webinars provide you with the opportunity to interact with expert speakers and your likeminded peers during the Q&A session. Furthermore, if you are unable to attend a recording is made available to <IR> Business Network participants.

How to engage?

As an <IR> Business Network participant, you will receive calendar invitations to each webinar sent from businessnetwork@theiirc.org. We organize two sessions of an hour each on the same day, at 8.00 am and 4.00 pm UK time, to enable participants to join wherever they are located in the world.

IIRC Global Conference**Our programme**

On 16–17 May 2019, the IIRC will hold its 2019 Global Conference in London, UK. This is a chance to be immersed in a prestigious conference setting out the most advanced thinking in the field of integrated thinking and reporting. Internationally renowned speakers from many sectors, countries and areas of expertise will be sharing insights and experience from across the world.

How to engage?

As part of your <IR> Business Network participation, one complimentary¹ place is available to your organization. We highly recommend bringing colleagues in senior management or your Board as the conference will be particularly relevant for them.

You will receive an invitation from businessnetwork@theiirc.org.

Our hour-long webinars provide you with the opportunity to interact with expert speakers and your likeminded peers during the Q&A session

¹ Conditions apply – available to those organizations who have made an agreed level of financial contribution.



Engaging with the <IR> Academic Network

Our programme

The <IR> Academic Network facilitates the collaboration and sharing of integrated reporting research-related information among academics, as well as between academics and <IR> Business Network participants. It provides a vital role in keeping organizations in our networks abreast of emerging evidence and academic thinking.

In 2018, the IIRC launched the <IR> Academic Database, which has over 200 extracts of academic articles, books, working papers and Master/PhD thesis on developments in, and the adoption of, integrated reporting.

We regularly share the latest thinking from the <IR> Academic Network with the wider network and provide a space for academics and businesses to collaborate.

How to engage?

If you have any queries please contact Dr. Laura Girella, Leading Practice and Research Programmes Coordinator at academicnetwork@theiirc.org.



Accessing key resources

Our programme

The IIRC provides a [range of materials](#) to support your integrated reporting journey, many based on the insights of our <IR> Business Network participants.

How to engage?

The easiest way to keep up to date with the latest resources is through subscribing to our newsletter [via the IIRC website](#). Newsletters are also available on the [IIRC website](#).

