



Business Network programme 2020

Join the global innovators in multi-capital
value creation.

In today's world, when the financial and manufactured assets of a business can account for as little as twenty percent of market value, businesses are applying a new lens to understand and explain how value is created and how success can be sustained in the long term.

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 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.

2020 marks the ten-year anniversary of the IIRC

We will celebrate our ten-year anniversary by showcasing the pioneering steps our <IR> Business Network participants have taken over the last ten years, profiling your transition towards integrated reporting and the lessons you have learned on the way, as well as sharing your insights into what will shape the next ten years of integrated thinking and reporting.

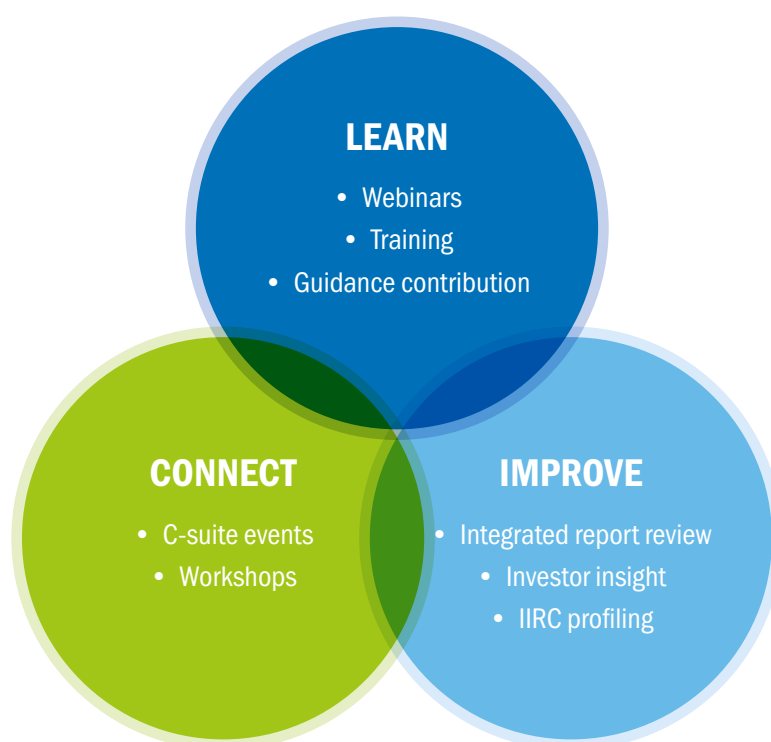
During 2020, the IIRC is also undertaking a process to refresh the International <IR> Framework for the first time since it was published in December 2013 and we will be engaging with <IR> Business Network participants at every stage, to reflect your findings from implementing the <IR> Framework as we make modifications.

Benefits for the <IR> Business Network participants

The <IR> Business Network is the IIRC's global flagship programme, comprised of a diverse group of leading organizations from different sectors and regions around the world committed to making progress through integrated reporting. They are united by a shared vision to contribute to financial stability and sustainable development.

Participants receive the following benefits:

(Click on the links below)



What's new for 2020?

Approach to face-to-face conferences

To celebrate the IIRC's 10th anniversary, we will be hosting a Global Conference in 2020 which you can join in person or online:

**IIRC Global Conference 2020
Frankfurt (Germany)**
30 November - 1 December
2020

<IR> Business Network LinkedIn Group launch

We are pleased to announce we will be launching a dedicated LinkedIn group for <IR> Business Network participants in 2020. A dedicated space for participants to ask questions of peers, engage in discussions on best practices and share experiences on integrated thinking and reporting. This has been requested from the feedback we received in our 2019 Stakeholder Survey.

Integrated Thinking & Strategy Group

The opportunity to join and/or engage, at a senior level, with the Integrated Thinking & Strategy Group. This group was launched in mid-2018 and includes over 40 organizations working together to develop practical guidance on integrated thinking. We hope to launch a second group in Asia-Pacific in Q4 2020.

Get involved

This document outlines the key opportunities available to <IR> Business Network participants in 2020 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 2020 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 integrated Reporting <IR>](https://www.linkedin.com/company/integrated-reporting-theiirc/)

2020 programme: how to engage

Integrated report review

Find out more via the IIRC website: [Report Critique Project](#)

Our programme

Every year, the IIRC offers the opportunity to review the annual reports of our global <IR> Business Network participants. A panel of specialists provides analysis of your annual report, evaluating it against the International <IR> Framework. A panel of investors is also able to share high-level feedback on whether the report meets their information needs as providers of financial capital. All feedback is then shared confidentially with individual participants. We will provide clear feedback on your report and what providers of financial capital are looking for. This review will help you understand current progress towards integrated reporting and opportunities for improvement.

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 who have already made progress on their integrated reporting agenda through providing in-depth insights, as well as those just getting started and publishing their first integrated reports, by helping you prioritize initial steps.

Training

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

Our programme

The <IR> Training Programme aims to develop the skills of individuals and provide the necessary tools to organizations to implement integrated reporting. Our <IR> Training Partners come from a variety of backgrounds such as consulting companies, professional associations, academic institutes and training providers. 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

Our <IR> Training Partners operate globally, offering a wide selection of in-person and e-learning courses. To find out when the next and nearest training course is happening, please see the [IIRC Upcoming Training Sessions](#) page. If you wish to seek training for the whole team within your offices by an approved <IR> Trainer, please contact for further information: training@theiirc.org.

Showing leadership

Dedicated profile on the IIRC website

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

Our programme

Every <IR> Business Network participant is invited to profile their journey to integrated reporting through their own page on the IIRC website. A great place to explain 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 would need you to send the following information to businessnetwork@theiirc.org:

- A short introduction to your organization
- Briefly 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 at your organization
- A copy of your logo for use on your page on our website. Please send us your logo so that we can include your organization on the list of <IR> Business Network participants as soon as you join.

Providing leading practice examples

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

IIRC's blog page

Thought leadership and case studies

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 and publish 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 links to award-winning reports, we recommend organizations use the database to guide their thinking. We are also always looking for new examples 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 a repository of integrated reports that refer to/or are influenced by the International <IR> Framework – make sure your name is included in [<IR> Reporters directory!](#)

Networking with peers

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 are happening frequently in Europe, the Americas, Asia and South Africa led by IIRC partners exploring the themes of integrated reporting and thinking. Contact businessnetwork@theiirc.org for more information.

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 looking for holistic stories of value creation in reports, 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 and understand their needs further.

All of our conferences and events will provide an investor context with representatives from the industry. Guest speakers from the investor community regularly contribute to group discussions and webinars. Investors also play a crucial role in shaping any individual feedback you may receive on your report.

How to engage?

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

Contributing to the development of technical guidance

Within the <IR> Business Network, organizations can contribute to the development of key guidance through specialized interest groups. These groups are an opportunity for business leaders to collaborate with peers from a range of disciplines. It enables them to share experiences and lead market innovation in a non-competitive environment.

- Connection to regional and international networks, to gain knowledge and experience from other participants and explore opportunities to engage with sector peers
- Influence the development and adoption of integrated reporting by contributing to the global development of reporting, including using insight and advocacy to inspire others on conference platforms, through thought leadership, and by example from integrated thinking and reporting
- Be recognized as a proponent of corporate reporting innovation and build reputation, by showcasing leadership, sharing experience to provide good practice examples and contributing to the range of resources available for others.

Special Interest Group Integrated Thinking & Strategy

Our programme

Launched in 2018, over 40 organizations from across the world are collaborating on the forefront of integrated thinking. This group works together through a series of virtual and physical meetings throughout the year. 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 framework 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:



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:

- Engage with business leaders who are reshaping how organizations carry out strategy development and implementation
- Learn from the leading practices of your peers and share that knowledge within your own organization
- Tackle integrated thinking challenges your organization faces in a safe space
- Use your learnings to drive better outcomes through purpose-driven strategy, performance management and corporate governance.

If you are interested in participating in the Integrated Thinking & Strategy Group, please contact Tjeerd Krumpelman, group co-chair (tjeerd.krumpelman@theirc.org).

Technical guidance

Our programme

Following the publication of the International <IR> Framework Implementation Feedback Summary Report, the technical team shared its progress against plans in a [2018-2019 Progress Report](#) published in January 2020. Although the two-year Technical Programme has concluded, certain initiatives still rely on vital <IR> Business Network input. The ongoing enhancement of our [Frequently Asked Questions](#) – a living and breathing resource for those just starting the integrated reporting journey – will continue to benefit from the Business Network’s collective wisdom and hands-on experience.

This year, the IIRC is reviewing the International <IR> Framework through a [public consultation process](#). In addition to clarifying key concepts, there are recurrent themes on which <IR> Business Network views are needed. With the help from <IR> Business Network participants, the IIRC can help ensure the International <IR> Framework reflects an evolving business landscape and meets contemporary needs.

How to engage?

<IR> Business Network participants are invited to work closely with the IIRC’s Guidance, Research and Training team to inform its technical programme. Project-based invitations will be launched throughout the year. Please watch out for emails asking whether you would like to contribute.

**We hold regular webinars
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Exchanging with experts and peers on hot topics

<IR> Business Network webinars

Our programme

We hold regular <IR> Business Network webinars with companies from over 30 countries across the world to exchange best practice. We tackle head-on the practical challenges faced by businesses such as compliance, materiality, and how to achieve completeness and conciseness. As part of the <IR> Business Network, participants can gain access to many exciting webinars throughout the year. Key topics for 2020 include:

Topic	Key insight
Integrated Thinking and Strategy: the state of play (14 February 2020)	The report, 'Integrated Thinking & Strategy: State of Play Report' has been developed by a group of over 50 organizations globally. We believe that this has culminated in a report that will aid organizations looking to embed integrated thinking. This webinar invites <IR> Business Network participants to join in a discussion on the model we present for integrated thinking, which will encourage long-term, sustainable decision making, enabling businesses to play their roles as stewards of a sustainable world.
Integrated Reporting Leading Practices: Findings from 2019 Report Critique Project (19 March 2020)	ACCA and IIRC will provide an overview of the findings of the upcoming ACCA insights report, which examines the reporting practices of organizations in the <IR> Business Network via the Report Critique Project 2019.
Integrated Thinking (3 April 2020)	Integrated thinking is a multi-capital management approach that enables organizations to deliver their purpose to the benefit of their key stakeholders over time. It is about creating and preserving value and enabling better decision making based on interconnected, multi-capital information. This webinar will look at the latest developments in the model for integrated thinking.
International <IR> Framework Revision: Business Network Consultation (TBC)	The International <IR> Framework revision will respond to an evolving market context and further embed integrated reporting and thinking into mainstream business practice. As valued integrated reporting preparers, we will invite you to share your views through this consultation.
Getting started with <IR> (TBC)	For those new to integrated reporting or who wish to refresh their thinking. This sets out the basic concepts of integrated reporting and why organizations, from the board down, should adopt it.
Value Creation (TBC)	<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 define value in their thinking and reporting.

Our webinars will provide you with the opportunity to interact with the speakers and like-minded peers during the Q&A session. Furthermore, if you are not able to attend them, you will be able to listen again via the recording that we make available to participants.

How to engage?

As an <IR> Business Network participant, you will receive in advance an invitation sent by businessnetwork@theiirc.org.

IIRC Global Conference

Our programme

This year, we are hosting our Global Conference in Frankfurt on 30 November and 1 December, which you can join in person or virtually. Our <IR> Business Network participants are invited to engage with internationally renowned speakers and peers, as well as participate in face-to-face workshop sessions. These are focused on supporting implementation, addressing challenges and highlighting leading practice.

How to engage?

As part of your <IR> Business Network participation, one free place¹ to each conference is available to your organization. We highly recommend bringing colleagues in senior management or your board as the governance and leadership theme will be particularly relevant for them.

To confirm your free place (as well as discounted places for colleagues) contact: businessnetwork@theiirc.org.

Our webinars provide you with the opportunity to interact with speakers and your like-minded 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 information among academics, as well as between academics and <IR> Business Network participants. The <IR> Academic Network provides a vital role in keeping organizations in our networks abreast of emerging evidence and academic thinking.

The <IR> Academic Network is mainly managed by the Oversight Body. It is a consortium that aims to stimulate continued research, dialogue and debate in the areas of integrated reporting, integrated thinking and broader corporate reporting system reform.

Its participants include:



In 2018, the IIRC launched the unique <IR> Academic Database which has over 200 extracts of academic research on developments in integrated reporting, including analysis of its positive effects.

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 and debate.

How to engage?

If you have any queries please contact laura.girella@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. Upcoming resources include a market insights report from ACCA and a getting started guide.

How to engage?

Check out the publications on the [IIRC website](#). Furthermore, as new resources are published, we will ensure participants are fully briefed on how they can support your integrated reporting journey.

To help you to keep informed during the year:

- Insight emails sent by the IIRC team including links to recordings of the latest IIRC webinars, information about upcoming webinars, updates on our projects and details of third-party projects that we believe are relevant to your reporting, awards and other content of interest
- IIRC newsletter: [sign up today](#)
- We understand people move around departments. To ensure your organization makes the most of all the <IR> Business Network benefits, please contact us by email with up-to-date contact information.

