2018 Technical Programme

Progress Report

International Integrated Reporting Council

2018 Technical Programme Progress Report

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 due process to meet this need and provide a foundation for the future.

Contents

Introduction

In March 2017, the International Integrated Reporting Council (IIRC) invited market feedback on the enablers and barriers to integrated reporting adoption. Over the course of two months, we benefited from the collective wisdom of some 400 experts from 19 countries around the world. We listened to and learned from individuals and organizations on the front line of corporate reporting to identify issues and related actions, as summarized in our publication International <IR> Framework Implementation Feedback Summary Report.

International <IR> Framework Implementation Feedback

Summary report

INTEGRATED REPORTING <IR>
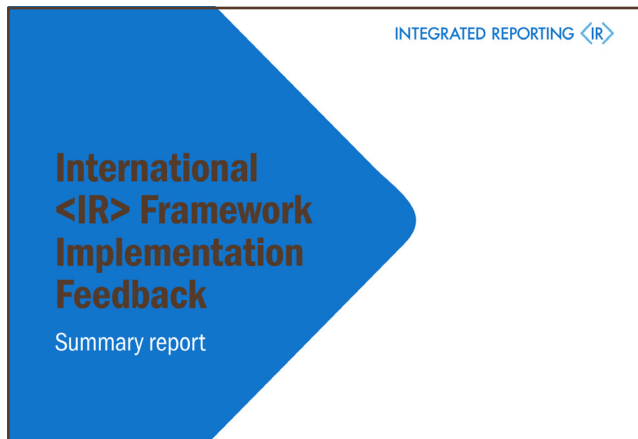
The Summary Report includes 48 action items, 43 of which are included in the IIRC's Technical Programme. These actions, whether in the form of authoritative guidance, outsourced or collaborative research or ongoing discussion with others, drive an improved understanding of integrated reporting and the high-quality implementation of its concepts and principles. True to our mission, we're committed to transparently sharing our progress against plan. As a supplement to this Progress Report, we invite readers to visit our website for minutes of all <IR> Framework Panel meetings.

Overall, we are on track relative to the Technical Programme announced in October 2017. The IIRC gratefully acknowledges the insights and expertise offered by the members and technical advisors of the <IR> Framework Panel. In particular, we thank the following individuals for volunteering their time and perspectives:

Jean-Luc Barlet
Sarah Bostwick Stromoski
Erik Breen (Chair)
Stathis Gould
Nancy Kamp-Roelands
Rodrigo Morais
Yoichi Mori
Lothar Rieth
Thomas Roundell Greene
Hugh Shields
Roger Simnett
Jason A. Voss
Zubair Wadee

We thank Black Sun Plc, our partner in the <IR> Examples Database, for its ongoing support since 2012. The team's efforts in the 2018 revitalization of this important online tool were invaluable. We look forward to exploring exciting new features and functionality in the year ahead.

I'd like to express my personal appreciation to the IIRC team and, in particular, my colleagues Laura Leka, Liz Prescott and Yvette Lange for their outstanding work and tireless efforts throughout the year. Together, we've accomplished great things.

Finally, our market-led work would be lost without the comments, questions and insights from those around us. This includes our Board and Council members, as well as our <IR> Network participants and <IR> Training Partners. It also includes the businesses, investors and other stakeholders with whom we regularly interact during the normal course of business. Your interest and enthusiasm continue to inspire and drive the integrated reporting movement forward. And it is you to whom we remain accountable.

Lisa French
Chief Technical Officer, IIRC

We welcome feedback on our guidance publications and tools. Please send comments and questions to info@theiirc.org noting "Technical" in the subject line.

Progress at a glance

Pages 3 – 4 present a summary view of progress against plan, with projects sorted by type. Pages 5 – 15 provide more detailed project information, with projects sorted by subject.

G = guidance   R = research   D = discussion with others   Q = quarter

	Project	Type	Status
Frequently asked questions	The capitals (Action 1)	G	FAQs on all topics to be uploaded to the IIRC's website in Q4 2018
	Primary purpose of the integrated report (Action 10)	G	
	Stakeholders and value creation (Action 11)	G	
	Materiality (Action 16)	G	
	Conciseness (Action 20)	G	
	Competitive landscape and market positioning (Action 31)	G	
	Disclosures about opportunities (Action 33)	G	
	Governance-related information (Action 35)	G	
Leading practice in <IR> Examples Database	The capitals (Action 3)	G	Content refreshed; monitoring for effective capitals disclosures ongoing
	Connectivity of information (Action 7)	G	Content refreshed; monitoring for effective examples of connectivity ongoing
	Key stakeholders' legitimate needs and interests (Action 13)	G	Content refreshed; monitoring for stakeholder relationships disclosures ongoing
	Value creation (Action 15)	G	Content refreshed; monitoring for effective value creation disclosures ongoing
	Conciseness (Action 21)	G	Content refreshed; monitoring for effective examples of conciseness ongoing
	Business model outputs and outcomes (Action 23)	G	Monitoring for capitals disclosures in relation to outputs and outcomes ongoing
	Competitive landscape and market positioning (Action 32)	G	Monitoring for reporting on market competitiveness ongoing
	Disclosures about opportunities (Action 34)	G	Monitoring for reporting on opportunities, in addition to risks, ongoing
	Governance and value creation (Action 36)	G	Content refreshed; ongoing monitoring of governance and value creation reporting
	Enhancements to <IR> Examples Database (Action 40)	G	Quality control procedures updated; revisions to be complete in Q4 2018

Progress at a glance

Project	Type	Status
Market guidance		
Practice Note on the capitals (Action 4)	G	Project accelerated; publication expected in Q1 2019
Practice Note on value creation (Action 14)	G	Draft initiated in Q3 2018; publication expected in Q2 2019
Practice Note on materiality (Action 17)	G	Deferred; priority to be revisited in 2019
Practice Note on business model outputs and outcomes (Action 22)	G	Draft to be initiated in Q4 2018; publication expected in Q2 2019
Practice Note on statement from those charged with governance (Action 25)	G	Draft to be initiated in Q4 2018; publication expected in Q2 2019
Guidance on integrated thinking (Action 8)	G	Project proposal to be reviewed by <IR> Framework Panel in Q4 2018
Guidance on business model reporting by conglomerates (Action 24)	G	Project proposal to be reviewed by <IR> Framework Panel in Q4 2018
Practice Aid: Summary of <IR> Framework requirements (Action 37)	G	Completed in Q3 2018 and available on the IIRC's website
Integration of Feedback into <IR> Training Programme (Action 39)	G	Competence Matrix and Training Manual to be amended in Q4 2018
Getting Started Guide (Action 46)	G	Second draft to be reviewed in Q4 2018
Proposed studies		
Connectivity and decision making (Action 5)	R	Project proposal to be reviewed by <IR> Framework Panel in Q4 2018
Corporate reporting developments (Action 6)	R	Project proposal circulated in May 2018 Partner Briefing
Disclosing stakeholders' needs and interests (Action 12)	R	Project proposal reviewed by <IR> Framework Panel and finalized in Q3 2018
Incentives and barriers to balanced reporting, including legal liability (Action 29)	R	Project proposal reviewed by <IR> Framework Panel and finalized in Q2 2018
Narrative and 'non-financial' information (Action 42)	R	Project proposal reviewed by <IR> Framework Panel and finalized in Q2 2018
Implementation by SMEs, public sector entities and not-for-profits (Action 44)	R	Project proposal circulated in May 2018 Partner Briefing
Collaborative opportunities		
Measuring the capitals (Action 2)	D	Discussed at three meetings of the Corporate Reporting Dialogue; ongoing
Integrated thinking (Action 9)	D	Integrated Thinking and Strategy Special Interest Group launched in Q2 2018
Watching brief over other materiality approaches (Action 18)	D	Raised at Oct 2017 meeting of the Corporate Reporting Dialogue; ongoing
Materiality and materiality determination process (Action 19)	D	Raised at Oct 2017 meeting of the Corporate Reporting Dialogue; ongoing
Emphasis on balanced reporting (Action 28)	D	Raised at Jun 2018 meeting of the Corporate Reporting Dialogue; ongoing
Alignment – Guiding Principles (Action 30)	D	Related Corporate Reporting Dialogue paper to be released in Q4 2018
Credibility and trust – audit and assurance (Action 38)	D	Proposal on enhancing credibility shared in May 2018 Partner Briefing
Explaining the reporting landscape (Action 48)	D	Corporate Reporting Landscape Map to be updated in Q4 2018

Project status reports

Multiple capitals

Project	FAQs – The capitals (Action 1)
Purpose	Improve market understanding of The capitals approach
Type	Guidance **G**
Progress	The <IR> Framework Panel reviewed draft FAQs on The capitals during its December 2017 meeting.
Status	The various strands of FAQs are currently under IIRC review, with a focus on limiting duplication and enhancing their connectivity. Final FAQs will be uploaded to the IIRC's website in Q4 2018.

Project	<IR> Examples Database – The capitals (Action 3)
Purpose	Promote meaningful leading practice examples that reflect effective integration of The capitals
Type	Guidance **G**
Progress	Following the October 2017 launch of the Summary Report, staff reviewed all capitals-related disclosures in the <IR> Examples Database. Older and/or less compelling illustrations of this Fundamental Concept were flagged for removal from the Getting Started module (renamed the 'Leading Practice' module), ensuring the most inspiring capitals-based examples receive profile.
Status	Implementation of the above-referenced revisions was initiated in Q3 2018. Staff will continue to monitor for effective disclosures on The Capitals.

Project	Measuring the capitals (Action 2)
Purpose	Help report preparers access intellectual, human, and social and relationship capital metrics to suit their unique circumstances
Type	Discussion with others **D**
Progress	Performance measures have featured prominently in recent IIRC discussions, with focus generally on two imperatives, namely the need to: (1) better align existing approaches and (2) identify and fill gaps in current reporting practice and guidance. The topic was central to the October 2017, February 2018 and June 2018 meetings of the Corporate Reporting Dialogue, a consortium of prominent standard setters and framework developers that favours alignment where practical.
Status	Ongoing

Project	Practice Note on the capitals (Action 4)
Purpose	Revisit existing IIRC guidance on the capitals for potential update and reissue
Type	Guidance **G**
Progress	A proposal was reviewed at the <IR> Framework Panel's February 2018 meeting. The Panel supported guidance based on the Capitals Background Paper for <IR>. Staff also explored metrics-oriented initiatives focused on non-financial capitals, which showed good coverage of human, intellectual, social and relationship, and natural capital. It was decided that the Practice Note should point to such initiatives on an illustrative basis. During the April 2018 <IR> Framework Panel meeting, staff proposed that the Practice Note on The capitals supplant that on Materiality.
Status	Project has been accelerated. Publication expected in Q1 2019.

Project status reports

Connectivity and integrated thinking

Project
Connectivity and decision making (Action 5)

Purpose
Research the relationship between connectivity of information and improved decision making

Type
Research proposal [R]

Progress
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Status
The <IR> Framework Panel will review a proposal in Q4 2018.

Project
Corporate reporting developments (Action 6)

Purpose
Communicate how other corporate reporting developments can connect to or support the preparation of an integrated report

Type
Research proposal [R]

Progress
A proposal was discussed at the <IR> Framework Panel's February 2018 meeting. In addition to flagging an additional assurance initiative, the Panel supported consultation with the Corporate Reporting Dialogue. Consistent with the latter recommendation, the project proposal was discussed at the June 2018 Corporate Reporting Dialogue meeting.

Status
A project synopsis was included in the IIRC's May 2018 Partner Briefing. A revised project specification will be discussed at the Corporate Reporting Dialogue's October 2018 meeting.

Project
<IR> Examples Database – Connectivity of information (Action 7)

Purpose
Promote leading practice examples that reflect connectivity of information

Type
Guidance [G]

Progress
Following the October 2017 Summary Report, staff reviewed this Guiding Principle's treatment in the <IR> Examples Database.
Older and/or less compelling examples of connectivity were marked for removal.

Status
Implementation of the above-referenced revisions was initiated in Q3 2018. Staff will continue to monitor reporting practice for the most effective examples of connectivity.

Project
Guidance on integrated thinking (Action 8)

Purpose
Clarify the IIRC's interpretation of integrated thinking to improve the market's understanding of the concept

Type
Guidance [G]

Progress
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Status
A proposal will be reviewed by the <IR> Framework Panel in Q4 2018.

Project
Integrated thinking (Action 9)

Purpose
Identify illustrative case studies to improve market understanding

Type
Discussion with others [D]

Progress
The IIRC launched an Integrated Thinking and Strategy Special Interest Group to progress systems thinking in organizations. The group held its first meeting in June 2018. The IIRC is also collaborating with Reporting 3.0 on a white paper on multi-capitalism, supporting organizations' consideration of all capitals on which they rely or have an effect.

Status
Ongoing

Project status reports

Key stakeholders' legitimate needs and interests

Project	FAQs – Purpose and audience of an integrated report (Action 10)
Purpose	Improve market understanding of the purpose and audience of an integrated report
Type	Guidance **G**
Progress	The <IR> Framework Panel reviewed draft FAQs on the purpose and audience of an integrated report during its June 2018 meeting.
Status	The various strands of FAQs are currently under IIRC review, with a focus on limiting duplication and enhancing their connectivity. Final FAQs will be uploaded to the IIRC's website in Q4 2018.

Project	Disclosing stakeholders' needs and interests (Action 12)
Purpose	Help report preparers access innovative and inspiring examples of how key stakeholders' legitimate needs and interests are disclosed in integrated reports
Type	Research proposal **R**
Progress	A research proposal was reviewed by the <IR> Framework Panel in Q3 2018.
Status	The project specification was finalized in Q3 and is available for sharing with external parties (outsourcing) or prospective partners.

Project	FAQs – Stakeholder relationships (Action 11)
Purpose	Resolve mixed understanding of the purpose of the Guiding Principle Stakeholder relationships
Type	Guidance **G**
Progress	The <IR> Framework Panel reviewed draft FAQs on the Guiding Principle on Stakeholder relationships during its June 2018 meeting.
Status	The various strands of FAQs are currently under IIRC review, with a focus on limiting duplication and enhancing their connectivity. Final FAQs will be uploaded to the IIRC's website in Q4 2018.

Project	<IR> Examples Database – Stakeholder relationships (Action 13)
Purpose	Help report preparers access innovative and inspiring examples of how key stakeholders' legitimate needs and interests are disclosed in integrated reports
Type	Guidance **G**
Progress	Following the October 2017 Summary Report, staff reviewed the treatment of this Guiding Principle in the <IR> Examples Database. Older and/or less compelling disclosures on stakeholder relationships were marked for removal.
Status	Implementation of the above-referenced revisions was initiated in Q3 2018. Staff will continue to monitor reporting practice for effective disclosures on stakeholder relationships.

Project status reports

Materiality and value creation

Project Practice Note on value creation (Action 14)

Purpose Help report preparers and others better understand the overarching concept of value creation, as intended in the <IR> Framework

Type Guidance **G**

Progress The <IR> Framework Panel reviewed a proposal during its February 2018 meeting. Staff presented planned revisions to the IIRC's Value Creation Background Paper (Jul 2013). The Panel underscored the importance of probing value retention and loss and encouraging explicit connections between 'value created for the organization' and 'value created for others'. Another area for consideration, raised in the context of a separate proposal, was the disclosure of 'serendipitous' value.

Status Preparation of a first draft of guidance is scheduled to begin in Q3 2018. Publication of a Practice Note is expected in Q2 2019.

Project <IR> Examples Database – Value creation (Action 15)

Purpose Help report preparers and others better understand the overarching concept of value creation, as intended in the <IR> Framework

Type Guidance **G**

Progress Following the October 2017 Summary Report, staff reviewed the treatment of this Fundamental Concept in the <IR> Examples Database. Older and/or less compelling examples were flagged for removal.

Status Implementation of the above-referenced revisions was initiated in Q3 2018. Staff will continue to monitor reporting practice for the most inspiring value creation disclosures.

Project FAQs – Materiality (Action 16)

Purpose Resolve mixed interpretation of whether different definitions of materiality are needed for different types of reporting

Type Guidance **G**

Progress The <IR> Framework Panel reviewed draft FAQs on materiality during its December 2017 meeting.

Status The various strands of FAQs are currently under IIRC review, with a focus on limiting duplication and enhancing their connectivity. Final FAQs will be uploaded to the IIRC's website in Q4 2018.

Project Practice Note on Materiality (Action 17)

Purpose Reinforce the <IR> Framework's materiality approach and help preparers work with different materiality definitions to suit different report forms

Type Guidance **G**

Progress The <IR> Framework Panel discussed a proposal for a Practice Note on materiality at its October 2017 meeting. The Panel saw an opportunity to repurpose existing Materiality in <IR> guidance (Nov 2015), profile the Corporate Reporting Dialogue's Statement of Common Principles of Materiality (Mar 2016) and reference other third-party material. The Panel also recognized plans to address materiality in the FAQs (Action 16). On this basis, it was agreed that a Practice Note on materiality, originally planned for Q4 2018 release, should be postponed and reaction to the materiality-related FAQs monitored.

Status Project deferred. Priority to be revisited in 2019.

Project status reports

Materiality and value creation (cont'd...)

Project	Watching brief over other materiality approaches (Action 18)
Purpose	Maximize synergy between the <IR> Framework's materiality approach and those used in other reporting frameworks
Type	Discussion with others **D**
Progress	Staff raised the topic of materiality during the Corporate Reporting Dialogue's 9 Oct 2017 meeting. A representative of the International Accounting Standards Board explained the purpose and scope of the IASB's Definition of Material project.
Status	The IIRC will continue to raise this topic periodically at future Corporate Reporting Dialogue meetings, enabling staff to factor the latest developments into materiality-based work (see Actions 16, 17 and 19).

Project	Materiality and materiality determination process (Action 19)
Purpose	Provide practical advice on materiality and the materiality determination process based on the experience of advanced report preparers
Type	Discussion with others **D**
Progress	As noted under Action 18, staff raised the topic of materiality at the Corporate Reporting Dialogue's 9 Oct 2017 meeting. Participants endorsed more active promotion of the Statement of Common Principles of Materiality to build awareness on points of alignment.
Status	The IIRC is considering avenues to embed and promote the Statement of Common Principles of Materiality in future work. Staff will also consult <IR> Business Network participants for their experience and examples.

Conciseness

Project	FAQs – Conciseness (Action 20)
Purpose	Clarify the IIRC's expectations regarding conciseness
Type	Guidance **G**
Progress	The <IR> Framework Panel reviewed draft FAQs on conciseness during its June 2018 meeting.
Status	The various strands of FAQs are currently under IIRC review, with a focus on limiting duplication and enhancing their connectivity. Final FAQs will be uploaded to the IIRC's website in Q4 2018.

Project	<IR> Examples Database – Conciseness (Action 21)
Purpose	Promote examples of concise integrated reports
Type	Guidance **G**
Progress	Following the October 2017 Summary Report, staff reviewed the treatment of this Guiding Principle in the <IR> Examples Database. Older and/or less compelling examples were flagged for removal.
Status	Implementation of the above-referenced revisions was initiated in Q3 2018. Staff will continue to monitor integrated reports for effective illustrations of conciseness.

Project status reports

Business model – outputs and outcomes

Issue	Practice Note on business model outputs and outcomes (Action 22)
Project	Explain the distinction between outputs and outcomes and the relationship between outcomes, the capitals and value creation
Type	Guidance G
Progress	The <IR> Framework Panel reviewed a proposal during its February 2018 meeting. The Panel supported a Practice Note based on content from the Business Model Background Paper for <IR> (Mar 2013). A few Panel members cautioned against using outcomes and impacts synonymously, as some see these as distinct concepts. The Panel urged the IIRC to probe various attributes of outcomes (e.g., finite versus ongoing, qualitative versus quantitative assessments) and their related disclosures.
Status	Preparation of a first draft will begin in Q4 2018. Publication of a Practice Note is expected in Q2 2019.

Project	<IR> Examples Database – Business model outputs and outcomes (Action 23)
Purpose	Explain the distinction between outputs and outcomes and the relationship between outcomes, the capitals and value creation
Type	Guidance G
Progress	Following the October 2017 launch of the Summary Report, staff reviewed business model disclosures in the <IR> Examples Database, paying particular attention to the output and outcome components. The review confirmed the need to better illustrate these aspects of reporting.
Status	Staff will continue to monitor capitals-related disclosures for effective distinction between outputs and outcomes and the tie to value creation.

Project	Business model reporting by conglomerates (Action 24)
Purpose	Help conglomerates better communicate their multiple business models
Type	Guidance G
Progress	--
Status	A guidance proposal will be reviewed by the <IR> Framework Panel in Q4 2018.

Involvement of those charged with governance and identification of the <IR> Framework

Project	Practice Note on statement from those charged with governance (Action 25)
Purpose	Increase the number of integrated reports that include a statement from those charged with governance
Type	Guidance G
Progress	The <IR> Framework Panel reviewed a draft proposal during its April 2018 meeting. IIRC staff shared plans for a Practice Note aimed at clarifying the spirit and intent of the Statement and providing practical steps for preparing such a Statement. Panel members commented on the intended audience and need for balanced coverage of the Statement itself and the process enabling that Statement. The Panel recommended that the IIRC undertake limited consultation, and invite views from investors, as well as companies not yet on the path to integrated reporting.
Status	Preparation of a first draft is scheduled to begin in Q3 2018. Publication of a Practice Note is expected in Q2 2019.

Project status reports

Other Guiding Principles

Issue	Emphasis on balanced reporting (Action 28)
Project	Help report preparers understand the importance and benefits of balance in integrated reports
Type	Discussion with others D
Progress	Staff shared recent developments during the <IR> Framework Panel's June 2018 meeting. These included a draft Corporate Reporting Dialogue paper on the themes of transparency and accountability and the role of balanced disclosures. Related work by the Integrated Reporting Committee of South Africa, set for December 2018 release, was noted.
Status	The IIRC continues to track and contribute to initiatives that encourage balance and neutrality in corporate reports.

Project	Incentives and barriers to balanced reporting, including legal liability (Action 29)
Purpose	Help report preparers understand the importance and benefits of balance in integrated reports
Type	Research proposal R
Progress	A draft proposal was discussed at the February 2018 meeting of the <IR> Framework Panel. Panel members underscored the importance of the research and urged coverage of the range of real and perceived issues (e.g., forward-looking information, director sign-off, qualitative disclosures) related to <IR> Framework adoption across various jurisdictions.
Status	The project specification was finalized in Q2 2018 and is available to be shared with external parties (outsourcing) or prospective partners. Outsourcing options could include the accounting firms, legal counsel (on the matter of director liability) or the <IR> Academic Network.

Project	Alignment – Guiding Principles (Action 30)
Purpose	Promote alignment between reporting frameworks
Type	Discussion with others D
Progress	In 2018, Corporate Reporting Dialogue participants examined the underlying expectations, or guiding principles, of their respective frameworks, confirming significant common ground. A related summary publication is expected in Q4 2018.

The Corporate Reporting Dialogue has also committed to exploring alignment with the recommendations of the Task Force on Climate-related Financial Disclosures, as part of a wider plan to improve alignment between ESG reporting frameworks. |
| **Status** | The IIRC will promote the Corporate Reporting Dialogue's forthcoming summary publication, which highlights principles common to participants' frameworks. The IIRC will also contribute to the Corporate Reporting Dialogue's planned 'Alignment Project' and actively promote its outputs. |

Other Content Elements

Project	FAQs – Competitive landscape and market positioning (Action 31)
Purpose	Explain the importance and benefits of disclosing information about competitive landscape and market positioning
Type	Guidance G
Progress	The <IR> Framework Panel reviewed draft FAQs on competitive landscape and market positioning during its August 2018 meeting.
Status	The various strands of FAQs are currently under IIRC review, with a focus on limiting duplication and enhancing their connectivity. Final FAQs will be uploaded to the IIRC's website in Q4 2018.

Other Content Elements (cont'd)

Project	<IR> Examples Database – Competitive landscape and market positioning (Action 32)
Purpose	Provide leading practice examples of disclosures on competitive landscape and market positioning
Type	Guidance G
Progress	Following the October 2017 launch of the Summary Report, staff reviewed disclosures on organizational overview and external environment in the <IR> Examples Database. The review confirmed the need to seek effective disclosures about competitive positioning.
Status	Staff continue to monitor practice for reporting on market competitiveness.

Project	FAQs – Disclosures about opportunities (Action 33)
Purpose	Emphasize the importance of disclosing information about opportunities
Type	Guidance G
Progress	The <IR> Framework Panel reviewed related draft FAQs in August 2018.
Status	FAQs are under review, with a focus on limiting duplication and enhancing connectivity. Final FAQs will be uploaded to the IIRC's website in Q4 2018.

Project	<IR> Examples Database – Opportunities (Action 34)
Purpose	Provide leading practice examples of disclosures on opportunities
Type	Guidance G
Progress	Since October 2017, the team has reviewed disclosures on organizational overview and external environment in the <IR> Examples Database. The review confirmed the need to identify opportunities-related disclosures.
Status	Staff members continue to monitor for effective reporting on opportunities.

Project	FAQs – Governance disclosures (Action 35)
Purpose	Underscore the importance and benefits of explaining how the organization's governance supports its ability to create value, and provide leading practice examples
Type	Guidance G
Progress	The <IR> Framework Panel reviewed draft FAQs on governance disclosures during its April 2018 meeting.
Status	The various strands of FAQs are currently under IIRC review, with a focus on limiting duplication, enhancing cross-referencing and ensuring readability. Final FAQs will be uploaded to the IIRC's website in Q4 2018.

Project	<IR> Examples Database – Governance and value creation (Action 36)
Purpose	Underscore the importance and benefits of explaining how the organization's governance supports its ability to create value, and provide leading practice examples
Type	Guidance G
Progress	Following the October 2017 launch of the Summary Report, staff reviewed governance-related disclosures in the <IR> Examples Database and, in particular, the role of governance in supporting longer-term value creation. Older and/or less compelling report excerpts were flagged for removal, while new and inspiring examples were identified for inclusion.
Status	Implementation of the above-referenced revisions was initiated in Q3 2018. Staff will continue to monitor practice for meaningful reporting on the role of governance in supporting value creation.

Project status reports

Other quality issues

Issue	Help organizations assess the quality and extent of <IR> Framework-adherence of their integrated reports and identify opportunities for improvement
Project	Practice Aid: Summary of <IR> Framework requirements (Action 37)
Type	Guidance G
Progress	During the <IR> Framework Panel's February 2018 meeting, IIRC staff presented a Practice Aid summarizing the bold letter requirements of the <IR> Framework. Panel members supported the draft's content, but asked for clearer referencing to the <IR> Framework and wording that encourages users to read the <IR> Framework in its entirety.
Status	Practice Aid completed in Q3 2018 and available on the IIRC's website.

Project	Credibility and trust – audit and assurance (Action 38)
Purpose	Continue to promote initiatives that contribute to credibility and trust in integrated reports
Type	Discussion with others D
Progress	During the <IR> Framework Panel's February 2018 meeting, staff noted recent audit and assurance developments. The Panel encouraged engagement with governance institutes and reinforcement of other credibility enhancing mechanisms, including the IIA's Three Lines of Defense Model and King IV – Report on Corporate Governance for South Africa 2016 (Principle 1). During the April 2018 meeting, the IIRC reported its contribution, via an appointed representative, to the IAASB's Emerging Forms of External Reporting (EER) Assurance Project.
Status	Recommendations on 'credibility enhancing mechanisms' were converted into a project proposal and circulated in a May 2018 Partner Briefing. The IIRC continues to support the IAASB's EER Assurance Project.

Project	Integration of feedback into <IR> Training Programme (Action 39)
Purpose	Ensure knowledge gained from market feedback is shared with those who undertake training in integrated reporting
Type	Guidance G
Progress	In October 2017, the IIRC delivered an <IR> Training Partner webinar on the <IR> Framework implementation feedback process, recurrent themes and next steps. In March and August 2018, the IIRC launched Training Partner Briefings and delivered accompanying webinars aimed at addressing common misconceptions about integrated reporting and the concept of broader value creation.
Status	Incorporation of lessons learned into the <IR> Training Programme is ongoing. The Programme's Competence Matrix and Training Manual will be amended during Q4 2018 to reflect insights from the <IR> Framework implementation feedback exercise.

Other enablers, incentives and barriers

Project	Enhancements to the <IR> Examples Database (Action 40)
Purpose	Improve report preparers' access to illustrative examples
Type	Guidance G
Progress	During the <IR> Framework Panel's December 2017 meeting, staff presented a strategy to update and refine the <IR> Example Database to: (1) remove older and/or less compelling examples, (2) retain or add inspiring and innovative examples and (3) address under-represented Fundamental Concepts, Guiding Principles and Content Elements. Staff analyzed the content over several months and developed actions for improvement. Progress was reported to the Panel at its April 2018 meeting.
Status	The IIRC is working with its database partner to implement a series of changes during Q4 2018. Quality control measures are also underway.

Other enablers, incentives and barriers (cont'd)

Project	Narrative and 'non-financial' information (Action 42)
Purpose	Promote increased demand for integrated reporting by providers of financial capital
Type	Research proposal R
Progress	A proposal aimed at studying the use of narrative and non-financial information in investor assessments was discussed at the October 2017 and February 2018 meetings of the <IR> Framework Panel. Panel members urged the IIRC to lay important groundwork by educating investors on the basics of integrated reporting and counteracting misconceptions that integrated reporting requires new analytical skills.
Status	The project specification, finalized in Q2 2018, will form part of the IIRC's future investor strategy. A project synopsis was also included in the IIRC's list of project opportunities, circulated in a May 2018 Partner Briefing.

Project	Implementation by SMEs, public sector entities and not-for-profits (Action 44)
Purpose	Promote growth in the number of SMEs, public sector and not-for-profit organizations that benefit from integrated reporting
Type	Research proposal R
Progress	A draft proposal was reviewed by the <IR> Framework Panel at its April 2018 meeting. The Panel encouraged the output to address the 'how' and 'why' of integrated reporting for such entities; a 2017 IFAC publication offers a strong introduction for SMEs. It was also noted that unique capital providers in the public sector warrant special attention.
Status	It was agreed that a fully outsourced project is preferred and, on this basis, the project was featured in the IIRC's list of project opportunities, circulated in a May 2018 Partner Briefing.

Project	Getting Started Guide (Action 46)
Purpose	Help organizations considering <IR> Framework adoption overcome initial hurdles
Type	Guidance G
Progress	The <IR> Framework Panel reviewed a draft proposal during its October 2017 meeting. Panel members provided feedback on the output's target audience, tone and need for a principles-based approach. IIRC staff presented a revised proposal during the <IR> Framework Panel's April 2018 meeting, at which point the plan was finalized. A draft Getting Started Guide was reviewed by Panel members in August 2018 and a small committee of businesses will be consulted in Q4 2018.
Status	Consultation among <IR> Framework Panel members and a panel of report preparers is scheduled for Q4 2018. Publication is expected in Q1 2019.

Project	Pathways to integrated reporting (Action 47)
Purpose	Help organizations considering <IR> Framework adoption overcome initial hurdles
Type	Guidance G
Progress	During its August 2018 meeting, IIRC staff and the <IR> Framework Panel agreed to absorb this project into Action 46, namely the development of a Getting Started Guide.
Status	Action 47 has been removed as a stand-alone project from the Technical Programme.

Project status reports

Project	Explaining the reporting landscape (Action 48)
Purpose	Help report preparers better understand how the pieces of the corporate reporting landscape fit
Type	Discussion with others D
Progress	During the Corporate Reporting Dialogue's June 2018 meeting, the IIRC shared its Action 6 proposal, which explores the alignment between recent corporate reporting developments and integrated reporting. Corporate Reporting Dialogue participants provided comprehensive feedback on the proposal. During the same meeting, participants raised the need to revisit the Corporate Reporting Landscape Map to ensure its content is up to date.
Status	The Corporate Reporting Dialogue will review a revised Action 6 proposal at its October 2018 meeting. During Q4 2018, participants will also review their respective content in the Corporate Reporting Landscape Map.

Introduction

This following table provides an updated quarterly allocation of actions for which the IIRC's technical function has primary or shared responsibility. The Technical Programme is consistent with that provided in the October 2017 Summary Report, with the following exceptions:

- Practice Note on the capitals (Action 4) accelerated to Q4
- Practice Note on materiality (Action 17) postponed, given its robust coverage in existing IIRC guidance
- Completion of Summary of <IR> Framework requirements Practice Aid (Action 37) shifted from Q1 to Q3
- Getting Started Guide (Action 46) delayed two quarters to accommodate sufficient external consultation
- Pathways to integrated reporting project (Action 48) absorbed into the Getting Started Guide project (Action 46)

	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018
Guidance: Project Proposals	Materiality (17) Getting Started (46)	The capitals (4) Value creation (14) Business model outputs and outcomes (22)	Statement from those charged with governance (25)		Integrated thinking (8) Business model reporting by conglomerates (24)
Guidance: Outputs	Frequently Asked Questions* → Leading practice in <IR> Examples Database** → Integration of feedback into training programme (39) →			Practice aid: Summary of <IR> Framework requirements (37)	Practice Note: The capitals (4)
Guidance: Project Proposals	Use of narrative and "non-financial" information by providers of financial capital (42)	Corporate reporting developments (6) Incentives and barriers to balanced reporting, including legal liability (29)	Implementation by SMEs, public sector entities and not-for-profits (44)	Disclosing stakeholders' needs and interests (12)	Connectivity and decision making (5)
Ongoing discussion with Corporate Reporting Dialogue and others	Measuring the capitals (2) → Integrated thinking (9) → Materiality and materiality determination process (19) → Credibility and trust – audit and assurance (38) →		Watching brief over other materiality approaches (18) → Emphasis on balanced reporting (28) → Alignment – Guiding Principles (30) → Explaining the reporting landscape (48) →		

*   Actions: 1, 10, 11, 16, 20, 31, 33 and 35
**   Actions: 3, 7, 13, 15, 21, 23, 32, 34, 36 and 40
→   Ongoing activity

Integrated reporting enhances the way organizations think, plan and report.