

<IR>

Business Network programme 2021

Join the global innovators using
multi-capital value creation to
build resilient, future-fit businesses.



Today, the best performing organizations base their business decisions on interconnected and forward-looking information across multiple capitals, with a view to sustainable value creation.

A major advancement towards building a more comprehensive and coherent corporate reporting system



A foreword from Charles Tilley, CEO, IIRC

Integrated reporting and integrated thinking have never been more important. As we reflect on the economic crisis brought on by the COVID-19 pandemic, and look forward to freedoms renewed by mass vaccination, it is crystal clear that enterprise value is only created when other types of value are nurtured, enhanced and protected.

Integrated reporters and integrated thinkers have always understood this inherent interconnectedness and have embraced the six capitals of the International <IR> Framework in order to communicate value creation to their stakeholders. In doing so, they benefit from enhanced trust, attract a lower cost of capital and demonstrate that they are – in Judge Professor Mervyn King’s phrase – a part of society and not apart from society.

2021 will be a decisive year for the global integrated reporting movement, not only from businesses emerging from the global pandemic with a renewed or reinvigorated sense of purpose, but from the IIRC’s intended merger with SASB to create the Value Reporting Foundation.

The formation of the Value Reporting Foundation will strengthen integrated thinking and reporting through merging two entities focused on enterprise value creation. We believe this merger represents significant progress towards simplifying the corporate reporting landscape.

While the International <IR> Framework and SASB Standards will remain complementary tools, the Value Reporting Foundation will better enable organizations to think, plan and communicate about their ability to create value over the short, medium and long term.

Our partners, especially the <IR> Business Network, will be vital to our continued success for many years to come and I hope that we can draw on your invaluable support as we enter this new phase of our journey.

About the IIRC

The International Integrated Reporting Council (IIRC) is a global coalition of regulators, investors, companies, standard setters, the accounting profession, academia and NGOs. The coalition promotes communication about value creation as the next step in the evolution of corporate reporting. The International <IR> Framework was originally released in December 2013, with minor revisions published in January 2021 following an extensive public consultation process to provide a foundation for the future. The IIRC's vision is a world in which capital allocation and corporate behaviour are aligned to the 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.

2021 marks a new and exciting chapter in the IIRC's journey:

- The intended merger with SASB to form a new organization: The Value Reporting Foundation
- The launch of the revised International <IR> Framework.

We look forward to 2021 and continuing to support our valued <IR> Business Network participants on their integrated reporting journey.

Achieving our mission together

Our announcement of the intent to merge with SASB into a unified organization, the Value Reporting Foundation, is a significant advancement towards building a comprehensive system of corporate reporting, as we work to ensure integrated reporting and sustainability disclosure have the same level of rigour as financial accounting and disclosure.

We look forward to working closely with <IR> Business Network participants to continue to establish integrated reporting and thinking within mainstream business practice.

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 and integrated thinking. They are united by a shared vision to contribute to financial stability and sustainable development.

Participants in the <IR> Business Network receive the following benefits:

What's new for 2021?

Launch of the revised International <IR> Framework

Following an extensive consultation process, it is clear the <IR> Framework is still as relevant today as when the IIRC was formed ten years ago. As a consequence, the revisions to the <IR> Framework are minimal, yet important, clarifications. The revised International <IR> Framework will be published in January 2021, with a special explanatory webinar and Q&A led by the IIRC's technical team.

Mentoring

It is our ambition to launch the <IR> Business Network Mentoring Programme to assist businesses that are just starting out on their integrated reporting journey by linking them with more advanced preparers. The Mentoring Programme will commence in Q1 2021.

Get involved

This document outlines key opportunities available to <IR> Business Network participants in 2021 to improve, learn, share, connect and celebrate while supporting your organization's integrated reporting journey.

If you have any questions, or would like to discuss an aspect of the 2021 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)

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Special Interest Group on Sustainable Development Goals

We will be launching the group in early 2021 with the aim of supporting organizations that seek to integrate sustainable development matters into their strategy and report on their contribution to delivering the UN Sustainable Development Goals (SDGs).

Asia Special Interest Group

To elevate our engagement with companies operating in Asia and to facilitate the adoption of integrated reporting and thinking in the region, it is our ambition to launch an Asia Special Interest Group in 2021. The aim of the group is to explore the role of corporate governance and integrated thinking in sustainable value creation.

Launching the revised International <IR> Framework

Visit the [<IR> Framework revision](#) page on IIRC website for more information.

Our programme

To ensure the International <IR> Framework responds to the evolving market context, the IIRC undertook an extensive consultation process between May 2020 and December 2020.

During the consultation period, over 1,000 individuals attended [23 regional roundtables](#) hosted by the IIRC's partners globally to share their thoughts. Formal consultation feedback was also received through an online survey.

The Consultation Draft was informed by the 300 responses the IIRC received on [topic papers](#) published in February 2020, ongoing market observation of market practice internationally, as well as detailed discussions of the IIRC's [<IR> Framework Panel](#).

The consultation demonstrated that the International <IR> Framework remains fit for purpose and only minor clarifications and revisions were necessary to support robust, effective reporting.

The [revised International <IR> Framework](#) was launched on 19 January 2021 in a special webinar.

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.

Developing and growing your expertise

Report Critique Project

Visit [<IR> Report Critique Project](#) page on IIRC website for more information.

Our programme

Every year, the IIRC reviews the integrated reports of our global <IR> Business Network participants. A panel of specialists, with industry, academic and consulting expertise analyze the reports, benchmarking them against the International <IR> Framework. <IR> Network participants can additionally request our panel of investors to share high-level feedback on whether the report meets their information needs. All feedback is then shared confidentially with individual participants.

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.

In 2020, we changed the Report Critique Project to offer a tiered approach to reviews, in order to offer tailored support to organizations at various stages of their integrated reporting journey.

In 2021 we will continue to offer a tiered approach to the reviews as follows:

1. **Advanced critique:** More mature preparers, that have already undertaken at least four report reviews, will be offered an advanced report critique on one particular aspect of their integrated report, such as the focus during the 2020 Report Critique process on the effectiveness of their business model and its resilience to external factors and risks.
2. **Improver programme:** Preparers that have completed two or three report critiques will receive a review of progress made since their last critique, provided by a panel of independent experts.
3. **Gap analysis:** Participants who are about to launch their first integrated review and/or have received one previous review will be offered a gap analysis of their most recent integrated report, benchmarked against the <IR> Framework.

Who is it for?

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

How to engage

We will be sending information in mid-2021 detailing instructions on participation. As in past years, the anonymized findings of this project will be used to create thought leadership on emerging trends in integrated reporting.

Mentoring

Our programme

It is our ambition to launch the <IR> Business Network Mentoring Programme to assist companies that are starting their integrated reporting journey by linking them with more advanced preparers.

Our plans

- Regular touch points between a mentee and a mentor (to be agreed by both parties)
- Mentor is to assist with practical, step-by-step guidance on putting together an integrated report or suggesting relevant improvements.

Recruitment onto the programme will begin in Q1 2021.

Who is it for?

- Mentees – any <IR> Business Network participant who is about to embark on their first integrated report or who has already published their first integrated report and needs further guidance
- Mentors – more advanced preparers who have had at least four reports reviewed by the IIRC before.

How to engage

Further information about the launch of the Mentoring Programme will be provided in early 2021. For any enquiries, please feel free to contact the <IR> Business Network team at businessnetwork@theiirc.org.

Exchanging with experts and peers on hot topics

<IR> Business Network webinars

Visit the <IR> Business Network webinars page on IIRC website for an up-to-date information on upcoming webinars.

Our programme

We hold regular <IR> Business Network webinars with companies from over thirty countries across the world to exchange best practices.

We tackle head on the practical challenges faced by businesses: issues 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 2021 include:

- The revised International <IR> Framework
- Investor perspectives
- Integrated report assurance
- Integrated thinking case studies
- Business model resilience
- Performance strategies
- New developments in corporate reporting.

Our webinars will provide you with the opportunity to interact with the speakers and like-minded peers. Should you be unable to make the live sessions, the recording will be sent to all <IR> Business Network participants after the webinars.

How to engage

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

2021 Webinars

For full details visit the <IR> Business Network webinars page on the IIRC website. Proposed webinars for the first half of 2021:

Date	Topic	Overview
January	Launch of the revised International <IR> Framework	The revised <IR> Framework explained by the IIRC's leadership and technical teams.
February	Integrated reporting – the investor perspective	Joint webinar with Deutsche Börse and Kirchhoff Consult AG. The webinar will explore how integrated reporting fulfills the needs of investors, drawing on the joint thought leadership recently published by the IIRC and Kirchhoff.
	Special Interest Group update	Case studies update for the Special Interest Group maturity model for integrated thinking.
March	Integrated report assurance	Case study of EY's assurance of ABN AMRO's 2020 integrated report.
April	Strategy update	Update on the IIRC's merger with SASB and the creation of the Value Reporting Foundation, as well as broader developments in the corporate reporting system for financial and sustainability information.
May	Launch of ACCA report on business model resilience	Launch of ACCA report summarizing key findings from the 2020 business model resilience reviews of <IR> Business Network participants.
	Special Interest Group update	Case studies update for the Special Interest Group maturity model for integrated thinking and launch of the case studies report.

Training

Visit the [<IR> Training Programme](#) page on IIRC website for further information.

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 to 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 visit the [<IR> Training Programme](#). If you wish to organize tailored training for the whole team with an approved <IR> Training Partner, please contact: training@theiirc.org.

Contributing to the development of technical guidance and thought leadership

Our programme

Within the <IR> Business Network, organizations can contribute to the development of technical 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.

- Connect 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, showcasing your leadership, through sharing experiences and good practice examples, contributing to the range of resources available for others.

How to engage

Requests to contribute to thought leadership or technical guidance are issued on an ad-hoc basis throughout the year. You can also contribute to projects via one of our three Special Interest Groups (Integrated Thinking and Strategy, Sustainable Development Goals and Integrated Thinking and Reporting in Asia).

Special Interest Group on Integrated Thinking & Strategy

Visit the [Integrated Thinking and Strategy](#) Group's page on IIRC website for further information.

Our programme

Over the last couple of years, the Integrated Thinking & Strategy Group has developed rapidly and now has over 45 businesses who are at the forefront of innovation within the [integrated thinking](#) field. This group works together through a series of virtual meetings throughout the year to drive innovation on how to develop strategies across multiple capitals.

In 2020, the group delivered a programme of webinars showcasing progressive businesses from within the <IR> Business Network and published a series of case studies (such as [ABN AMRO](#) and [Solvay](#)), which will be carried over into 2021. The overall goal and ambition is to develop the concept of integrated thinking and share leading practice.

Focus for 2021:

1. To maintain and grow a platform for <IR> Business Network participants to share best practice in embedding integrated thinking within their organizations
2. Develop and use the assessment module of maturity in integrated thinking as guidance for businesses
3. Continue publications of case studies for the broader <IR> Business Network
4. Enlist frontrunner organizations into active advocacy on behalf of the Integrated Thinking and Strategy Group
5. Deliver learning and support through a regular programme of webinars.

How to engage

For further information or to join the Integrated Thinking & Strategy Group, please contact its Chair, Tjeerd Krumpelman, or Vice-Chair, Cristiano Busco at businessnetwork@theiirc.org.

Special Interest Group on Sustainable Development Goals

Our programme

The group aims to support organizations seeking to integrate sustainable development issues into their strategy and report on their contribution to achieving the UN Sustainable Development Goals (SDGs). We will launch the group in early 2021.

Who is this for?

<IR> Business Network participants that lead the integrated reporting and/or SDGs strategy in organizations that plan to, or have already, incorporated the SDGs into their strategy, KPIs and reporting.

What is involved

Participants of the group will contribute to monthly meetings, for approximately 6-12 months, with guided work within their organizations between meetings.

Participants will contribute their ideas and views towards a publication on the implementation of the SDG Disclosure Recommendations.

By joining the group, participants will have an opportunity to advance the maturity of their SDG disclosures and improve their reporting.

How to engage

To express your interest in participating or to request further information, please contact the <IR> Business Network team at businessnetwork@theiirc.org.

Asia Special Interest Group

Our programme

To elevate our engagement with organizations operating in Asia and to facilitate the adoption of integrated reporting and thinking in the region, we are hoping to launch an Asia Special Interest Group in the first half of 2021. The aim of the group is to gather like-minded individuals to debate and advance the role of corporate governance and integrated thinking within their organizations in sustainable value creation.

How to engage

Further communication about the launch of the group and details on how to join will be shared in due course. For more information, contact the <IR> Business Network team at businessnetwork@theiirc.org.

<IR> Academic Network

Visit the [<IR> Academic Network LinkedIn Group](#) for more information.

Our programme

The [<IR> Academic Network](#) facilitates 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 managed by an 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:



The IIRC maintains a unique [<IR> Academic Database](#) with over 200 extracts of academic research on developments in integrated reporting, including analysis of its benefits.

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 or would like to get involved, please contact info@theiirc.org.

Networking with peers

Dialogue with investors

Our programme

Investors are increasingly looking for holistic reports on value creation, where financial information is integrated into a broader context to help support their investment decision making. Throughout the year, we provide opportunities for <IR> Business Network participants to engage with investors and understand their needs further, including through quarterly meetings of the <IR> Investor Dialogue for Pension Funds.

In cooperation with Kirchhoff Consult AG, we have investigated the extent to which investors and analysts value 'non-financial' information, the ways they use it and the benefits they see from integrated reporting. The joint IIRC and Kirchhoff Consult AG report on 'Closing the gap: The role of integrated reporting in communicating a company's value creation to investors' was launched at the virtual Global Conference in December 2020.

All our conferences and events provide an investor perspective 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 integrated report as part of the Report Critique process.

How to engage

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

Investor Statement

Our programme

Leading investors signal their support for integrated reporting via this statement, emphasizing the value of integrated reporting and its importance in their capital allocation decisions.

These progressive investors are from countries with leading practice in corporate reporting. They have confirmed that their investment processes require information on business models, strategy, and the resources on which the company relies.

New signatories continue to be added to this statement.

How to engage

If you are an asset owner, manager, broker or otherwise involved in investment and would like to add your name to the list of signatories, please contact info@theiirc.org.

Regional <IR> Committees

Our programme

With the aim of establishing integrated reporting and thinking within mainstream business practice, our partners globally run regional and national <IR> Committees, or equivalents, around the world. They are run independently by partners to interact with and support local organizations with their integrated reporting journey.

Current national and regional <IR> Committees:

- [<IR> U.S. Community](#)
- [Brazil Commission on Integrated Reporting](#)
- [Business Reporting Leaders Forum Australia](#)
- [Institutional Investors Collective Engagement Forum \(Japan\)](#)
- [Integrated Reporting Committee of South Africa](#)
- [Integrated Reporting Council of Africa](#)
- [Integrated Reporting Turkey Network \(ERTA\)](#)
- [Italian Foundation for Business Reporting \(OIBR Foundation\)](#)
- [Japan Investor Relations Association \(JIRA\)](#)
- New Zealand <IR> Network
- Russian Integrated Reporting Committee (under development)
- [The Observatoire de l'Immatériel \(France\)](#)
- [The Schmalenbach Working Group on Integrated Reporting \(Germany\)](#)
- [WICI Japan](#)

How to engage

These networks are run by our partners. If you would like to find out more, please click on the relevant link above or contact the team at businessnetwork@theiirc.org.

Partner events and conferences

Our programme

We work with partners throughout the year to ensure there are relevant national and regional events for <IR> Business Network participants to attend. In 2020, for example, we contributed to events in regions and countries such as Africa, Australia, Germany, India, Indonesia, Italy, Japan, Malaysia, Poland, South Africa and the US – just to name a few – as well as global and regional events.

How to engage

Events are staged frequently around the world led by IIRC partners exploring the themes of integrated reporting and thinking. Contact us at businessnetwork@theiirc.org for more information.

<IR> Business Network LinkedIn Group

Stay connected

To connect with fellow <IR> Business Network participants, to stay connected with the IIRC team and keep up to date with new developments, please use our dedicated LinkedIn group for <IR> Business Network participants. This group provides a space for participants to ask questions from peers, engage in discussions on best practices and share experiences on integrated thinking and reporting.

How to engage

Please request to join the [<IR> Business Network LinkedIn group](#). Your request will be approved by group's managers, enabling you to participate. This is a closed group and is only available for <IR> Business Network participants.

Showing leadership

Profiling by the IIRC

Current <IR> Business Network participant profiles can be viewed at the bottom of the [<IR> Business Network](#) page.

Leading the way

Every <IR> Business Network participant is invited to profile their integrated reporting journey and explain their approach, progress and plans through their own page on the IIRC website. Link to articles, videos or your report and share all the latest information about your journey to integrated reporting.

How to engage

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

- Short introduction to your organization
- Brief explanation of your integrated reporting journey, including any benefits, challenges and approaches that have worked for you
- A quote (e.g. on the impact of integrated thinking and reporting) from your CEO/ CFO, or another leader, accompanied by a photo
- A link to any articles, blogs or videos on the topic of integrated reporting and your organization
- A copy of your logo in .jpg form for use on your page on our website.

IIRC's blog page

Visit the [IIRC's blog page](#) for further information.

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 ([ABN AMRO](#) and [Solvay](#) are good examples) on a regular basis to help inspire and inform the ever-growing integrated thinking community.

How to engage

If you would like to share your experiences with others, please let us know. We can provide support with your blog and publishing articles in English. To get involved, please contact the <IR> Business Network team at businessnetwork@theiirc.org.

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

<IR> Examples Database

Visit the [<IR> Examples Database](#) for further information.

Showcasing emerging and leading practice in integrated reporting

This rich resource provides [examples of leading practice](#) to inspire and inform your own reporting. With best practice examples of how organizations 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 always looking for new examples to review for inclusion in the <IR> Examples Database and we know <IR> Business Network participants are often innovative in their approaches to integrated reporting and integrated thinking.

How to engage

To suggest new examples or make us aware of award-winning reports, [please complete this online form](#). The submission will be reviewed by our technical team and an assessment will be made on the report's suitability for inclusion in the <IR> Examples Database.

IIRC Global Conference

Our programme

In 2020 we hosted our first virtual Global Conference which proved highly successful, attracting over 100 speakers from over 40 countries with content spread over three days.

In light of this success, we will consider following a similar approach in 2021.

Participating in the Conference either as a speaker or a delegate offers wide-ranging opportunities for networking, raising your profile, learning from peers, sharing best practices and much more.

In 2021, we will continue to build on the virtual experience to allow for greater learning and networking.

How to engage

Communications regarding the conference will be issued in due course. If you have any questions, please contact us at businessnetwork@theiirc.org.

“The vision must be to have a global comprehensive corporate reporting system... We cannot move from where we are to where we have to be in a moment in time. But it's a vision whose time has come and the drivers of it are varied. There are the SDGs, there's the change of the primacy of the shareholder to value creation in a sustainable manner. There is now diversity on boards, not only racial and gender, but intergenerational diversity on boards has become critical.”

Judge Professor Mervyn King, IIRC Chair Emeritus speaking at the IIRC Global Conference 2020.

Accessing key resources

Visit the [resources page](#) on the IIRC website to browse available materials.

Our programme

The IIRC provides a range of materials to support your integrated reporting journey, many based on the insights of <IR> Business Network participants, including the IIRC's [10-year Anniversary report](#).

Upcoming resources include a thought leadership paper from ACCA on key findings from the 2020 Report Critique Project on business model resilience (May 2021).

How to engage

As new resources are published on the [resources page](#), we will ensure participants are fully briefed on how they can support their integrated reporting journey.

Stay up-to-date throughout the year via:

- **Insight emails** sent by the <IR> Business Network team with: links to recordings of the latest IIRC webinar and details of upcoming webinars, updates on our projects and third-party projects of interest, awards and much more
- **IIRC newsletter** – [sign up to the IIRC newsletter](#) to keep up to date with latest developments
- **LinkedIn** – stay connected via our dedicated [<IR> Business Network LinkedIn Group](#).

Keep your details up-to-date

We understand people move around departments. To ensure your organization makes the most of all the <IR> Business Network benefits, please contact the <IR> Business Network team at businessnetwork@theiirc.org with up to date contact information.

