# INTEGRATED REPORTING (IR)

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Accounting for the future we design – valuing the equilibrium of life and wellbeing through new conventions

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## 1. Is the patient still ill, or getting healthy?

### Patient case history

- First: Wasting disease, starved on many nutrients
- Then: flooded with sugar overload! Can't process!
- Now: relevant behaviours and tools for health identified, clinical trials done
- Next: ongoing research; all parties act together to ensure behaviour change for health



### 2. Emergence of a new, comprehensive accounting over 20 vears?

- Virtual teams in organizations created by integrated thinking, planning and reporting chief value officer
- Professional accounting bodies integrating thinking in qualifications eg, ACCA, CIMA, CPA Australia + IFAC
- Universities: embedding <IR> in courses; academic research eg, 300 pieces in new database; university reporting eg BUFDG
- Training providers (right) licenced <IR> training around the world



## 3. What does fair value and wealth creation mean today?

### How we create and share value

Our value creation model shows how we use the resources and expertise at our disposal to create value for our stakeholders. It all starts with the 'input' – four types of capital. These are the key resources we use to generate value. The output results in the value we create for our stakeholders and how we share it with each stakeholder group. The Value Creation Model is presented in the Strategy section of the ABN AMIRD Annual Report for 2016.

#### INPUT



#### Social and Relationship Capital

We maintain strong relationships with our stakeholders by rogalarly conducting dialogues with them and by performing market analyses, scenario planning and materiality research on what tapies market mass to thum. Stakeholder management is embedded in our governance model and is carried out in all Joyers of the bank. Our commitment to austainability and other social issues is continuously growing.

#### **Digital and Technological Capital**

Our business activities are conducted through tangible and virtual infrastructures. We are investing in digital and innovative propositions and pursuing external partnerships to fortify our digital and technological capital.

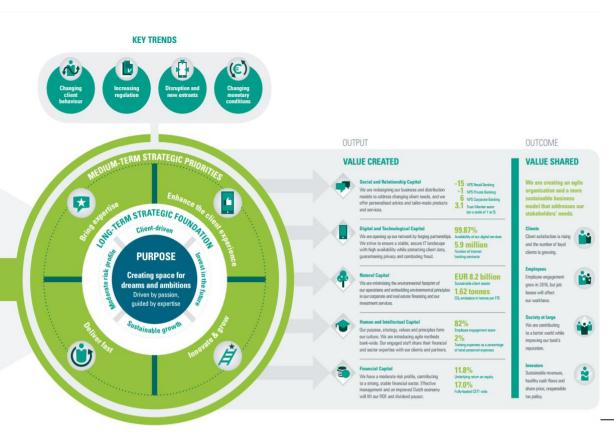
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Human and Intellectual Capital

We have specialised financial skills and in-depth sector expertise in different industries. We are committed to attracting, entaining and developing talented and dedicated employees. Due caltural principles and purpose areas as guide as we work to transform our culture and embod agile methods across our organisation, allowing us to respond elertly to changing client needs.

#### **Financial Capital**

We use financial capital – including reserves generated through equity, client deposits and other funding sources – to invest in our activities.



### How can we achieve scale in multi-capital accounting?

- Voluntary experimentation pros and cons
- Investor pull pros and cons
- Regulation hard and soft eg:
  - Securities and Exchange Board of India
  - Malaysia and Philippines Corporate Governance Codes
  - Japanese government
  - South Africa governance code and listing requirement
- Market led approach what works for different markets, contexts, cultures
- Direction of travel is the same, but does need to speed up!

