

Consultation questions

The IIRC welcomes comments on all aspects of the Draft International <IR> Framework (Draft Framework) from all stakeholders, whether to express agreement or to recommend changes.

The following questions are focused on areas where there has been significant discussion during the development process. Comments on any other aspect of the Draft Framework are also encouraged through the questions.

Please provide all comments in English.

All comments received will be considered a matter of public record and will be posted on the IIRC's website (www.theiirc.org).

Comments should be submitted by Monday 15th, July 2013.

Name:

Email:

Stakeholder group:

If replying on behalf of an Organization please complete the following:

Organization name:

Industry sector:

Geographical region:

Key Points

If you wish to briefly express any key points, or to emphasize particular aspects of your submission, or add comments in the nature of a cover letter, then the following space can be used for this purpose. Please do not repeat large amounts of material appearing elsewhere in your comments.

- Allianz appreciates the efforts of the IIRC to develop a framework for integrated reporting and the invitation to provide feedback on the <IR> Consultation Draft published in April 2013. Allianz has been monitoring the development of the <IR> concept with great interest. In the following, we want to briefly comment on the <IR> Consultation Draft and mirror it with observations of integrated reporting in German business and beyond.
- Sustainability reporting has turned into a dynamic, heterogeneous field. Several voluntary initiatives (e.g. the GRI, SASB, or the German Sustainability Codex) are competing for attention of reporters and users of sustainability information. At the same time, regulators around the world are tightening their grip on reporting of non-financial information. In our view the development of the <IR> Framework could be more closely aligned with these developments. While recognizing the recent efforts of the IIRC (e.g. the recent MoU with GRI), it is our impression that the alignment of the actual Guidelines/Frameworks of for instance the IIRC and GRI could be strengthened further. This could include a common definition of key terms and processes as well as a common understanding of the target audience of sustainability publications or the role of financial

vs. non-financial information. Moreover, it includes a convincing concept how the different approaches fit together and – if intended – complement each other.

- Besides aligning with other voluntary reporting initiatives, the IIRC should clarify the relation of <IR> with regulation governing the statutory “management report” (“Lagebericht”). Regulators in Germany/EU, but also in other parts of the world are in the process of defining rules for non-financial information to be integrated in the “management report” (see e.g. proposal on non-financial reporting by the EU Commission or the DRS20 in Germany). Is the <IR> Framework a blueprint for the statutory “management report” of the future? Or put the other way around: does a thoughtfully prepared “management report” (e.g. including material non-financial aspects) provide investors already with sufficient information about a company’s long-term value creation potential?
- We observe that there is divergence of the reporting practice of many pioneering integrated reporters from what is proposed in the <IR> Consultation Draft. Many of these companies are working towards an integration of their sustainability and financial report with the aim of producing “one report” or at least a consistent “reporting approach” to all its stakeholders. By proposing a narrow-focused report, the IIRC seems to give up on providing a grand design for the future of corporate reporting.
- The narrow focus of <IR> on the providers of capital during materially analysis is contradictory to the original proposal of “one report”. Our expectation towards the IIRC would be a more inclusive, stakeholder-oriented framework beyond the current shareholder orientation (see also Q11). Only if the mere aim of the <IR> project is to increase awareness in the capital market for the role of sustainability information for long-term value creation, the current narrow focus might be appropriate. But we do not believe that this is or should be its mere aim.
- Forward-looking information (in an integrated report as well as in other reporting formats) bears risks for companies related to liability, reputation, etc. The <IR> Framework should provide more guidance on this important issue.

Chapter 1: Overview

Principles-based requirements

To be in accordance with the Framework, an integrated report should comply with the principles-based requirements identified throughout the Framework in bold italic type (paragraphs 1.11-1.12).

1. *Should any additional principles-based requirements be added or should any be eliminated or changed? If so, please explain why.*

- Allianz welcomes the principle-based approach of the <IR> Consultation Draft for the flexibility it offers to reporters. The principle-based requirements of the current draft seem to be sufficiently comprehensive and reasonable.

Interaction with other reports and communications

The <IR> process is intended to be applied continuously to all relevant reports and communications, in addition to the preparation of an integrated report. The integrated report may include links to other reports and communications, e.g., financial statements and sustainability reports. The IIRC aims to complement material developed by established reporting standard setters and others, and does not intend to develop duplicate content (paragraphs 1.18-1.20).

2. *Do you agree with how paragraphs 1.18-1.20 characterize the interaction with other reports and communications?*

- The fact that the respective paragraphs address the issue of interaction with other reports is highly appreciated. Here the authors should offer a grand design for corporate reporting – or at least be very precise about their vision.
- However, in our view the <IR> Consultation Draft does not provide this grand design. It departs from the idea of streamlining corporate reporting by proposing an additional standalone document on top of existing (financial/sustainability) publications. This leaves the reader with the impression that the actual integration of corporate reporting is still an open task.
- The <IR> Consultation Draft states that duplicate content in reporting should be avoided by all means. This is, however, difficult to imagine in a scenario where a company publishes an “integrated report”, a sustainability report and additional publications.
- The reporting practice of many pioneering integrated reporters differs from the <IR> Consultation Draft in an important aspect: many companies are currently working on an integration of their sustainability and financial reports (“one report”), whereas the <IR> Consultation Draft views the integrated report as existing alongside other reports. We believe that for practical purposes it can make sense as a first step to merge existing publications and enrich the “management report” (“Lagebericht”) with material nonfinancial information.

3. *If the IIRC were to create an online database of authoritative sources of indicators or measurement methods developed by established reporting standard setters and others, which references should be included?*

- Greenhouse Gas Protocol (GHG Protocol)
- GRI Sector Supplements
- National and international regulations and standards on non-financial as well as financial reporting (e.g. IFRS, US-GAAP)

Other

4. *Please provide any other comments you have about Chapter 1.*

Chapter 2: Fundamental concepts

The capitals (Section 2B)

The Framework describes six categories of capital (paragraph 2.17). An organization is to use these categories as a benchmark when preparing an integrated report (paragraphs 2.19-2.21), and should disclose the reason if it considers any of the capitals as not material (paragraph 4.5).

5. *Do you agree with this approach to the capitals? Why/why not?*

- The concept of the six capitals is a helpful – although not entirely new – approach to corporate value creation. It offers companies flexibility and helps to focus on relevant

issues.

- However, the concept described in the <IR> Consultation Draft might be too academic for many practitioners. More guidance for reporters and, in particular, best examples would be helpful. The IIRC Background Paper on the capitals – although helpful – lacks this. The authors of the final version of the framework should ensure preciseness and clarify also in other parts of the framework. The current draft has some weaknesses in this regard.
- There is also a limit to how much guidance is desirable. We would propose to aim at striking a balance between the currently insufficient level of practical guidance in the <IR> Consultation Draft on the one hand and the guidance-overload in some parts of the GRI G4 guidelines on the other hand.

6. *Please provide any other comments you have about Section 2B?*

Business model (Section 2C)

A business model is defined as an organization's chosen system of inputs, business activities, outputs and outcomes that aims to create value over the short, medium and long term (paragraph 2.26).

7. *Do you agree with this definition? Why/why not?*

- More precise guidance would be required on what exactly is meant by the term "value creation". It seems to us that different actors have different concepts in mind when talking about "value creation".

Outcomes are defined as the internal and external consequences (positive and negative) for the capitals as a result of an organization's business activities and outputs (paragraphs 2.35-2.36).

8. *Do you agree with this definition? Why/why not?*

- More precise guidance would be required on what exactly is meant by the term "value creation". It seems to us that different actors have different concepts in mind when talking about "value creation".

9. *Please provide any other comments you have about Section 2C or the disclosure requirements and related guidance regarding business models contained in the Content Elements Chapter of the Framework (see Section 4E)?*

Other

10. *Please provide any other comments you have about Chapter 2 that are not already addressed by your responses above.*

Chapter 3: Guiding Principles

Materiality and conciseness (Section 3D)

Materiality is determined by reference to assessments made by the primary intended report users (paragraphs 3.23-3.24). The primary intended report users are providers of financial capital (paragraphs 1.6-1.8).

11. Do you agree with this approach to materiality? If not, how would you change it?

- The focus of materiality analysis mainly on the providers of financial capital is contradictory to the original aim of “one report”. The proposed approach is not sufficiently “integrated”. If <IR> puts the entire business environment of a company into focus, this approach should also apply for materiality.
- Our expectation towards the IIRC would be a more inclusive, stakeholder-oriented framework beyond the current shareholder orientation. Only if the mere aim of the <IR> project is to improve the awareness for sustainability information in the capital market, one might argue that the proposed narrow focus is appropriate. But we do not believe that this is or should be its mere aim.
- We believe that a reform of corporate reporting cannot succeed without taking into account the information requirements of different stakeholders and without taking the sustainability community on board. Weakening the acceptance of the <IR> Framework in most communities other than the capital market right from the start does not seem to be a promising strategy.
- The issue of “connectivity” of material information in the report would also require more practical guidance.
- Performing an entire materiality analysis “at least annually” might be overly resource intensive. One might also argue that it contradicts the focus on long-term value creation, since the drivers of long-term value creation are unlikely to change annually. Nevertheless companies should report on their approach to review and monitor materiality.

12. Please provide any other comments you have about Section 3D or the Materiality determination process (Section 5B).

Reliability and completeness (Section 3E)

Reliability is enhanced by mechanisms such as robust internal reporting systems, appropriate stakeholder engagement, and independent, external assurance (paragraph 3.31).

13. How should the reliability of an integrated report be demonstrated?

14. Please provide any other comments you have about Section 3E.

Other

15. Please provide any other comments you have about Chapter 3 that are not already addressed by your responses above.

Regarding Section 3F “Comparability”:

- The content elements in Chapter 4, which are to be disclosed by all reporters, allow for some degree of comparability – at least for certain standard disclosures.
- In terms of disclosure on corporate sustainability performance, the flexibility provided by the <IR> Consultation Draft is appreciated. This is particularly true for the proposal to select “quantitative indicators commonly used by other organizations (...) (e.g. industry bodies)”. There is already a lot of activity in the market with regards to sector-specific indicators (e.g. GRI sector supplements, SASB sector KPIs, etc.). Therefore we do not see the need for the IIRC to come up with its own set of indicators in order to ensure comparability of reports.

Chapter 4: Content Elements

16. Please provide any comments you have about Chapter 4 that are not already addressed by your responses above (please include comments on the Content Element Business Model [Section 4E] in your answer to questions 7-9 above rather than here).

Chapter 5: Preparation and presentation

Involvement of those charged with governance (Section 5D)

Section 5D discusses the involvement of those charged with governance, and paragraph 4.5 requires organizations to disclose the governance body with oversight responsibility for <IR>.

17. Should there be a requirement for those charged with governance to include a statement acknowledging their responsibility for the integrated report? Why/why not?

- A statement signed by a senior – or even the highest – governance body of an organization will not automatically improve the quality of reporting. If sustainability has not reached the desks of the Board members until now, a signed report will not “produce new relations”.
- Moreover, one may argue that a real integration of corporate reporting would automatically include such a statement since it is common practice in financial reporting.

18. Please provide any other comments you have about Involvement of those charged with governance (Section 5D).

Credibility (Section 5E)

The Framework provides reporting criteria against which organizations and assurance providers assess a report's adherence (paragraph 5.21).

19. *If assurance is to be obtained, should it cover the integrated report as a whole, or specific aspects of the report? Why?*

- We believe that it should be up to the company to decide on the level and scope of assurance.

20. *Please provide any other comments you have about Credibility (Section 5E). Assurance providers are particularly asked to comment on whether they consider the Framework provides suitable criteria for an assurance engagement.*

Other

21. *Please provide any other comments you have about Chapter 5 that are not already addressed by your responses above (please include comments on the materiality determination process [Section 5B] in your answer to question 11 above rather than here).*

Overall view

22. *Recognizing that <IR> will evolve over time, please explain the extent to which you believe the content of the Framework overall is appropriate for use by organizations in preparing an integrated report and for providing report users with information about an organization's ability to create value in the short, medium and long term?*

- The narrow focus of <IR> on the providers of capital during materially analysis is contradictory to the original proposal of "one report". Our expectation towards the IIRC would be a more inclusive, stakeholder-oriented framework beyond the current shareholder orientation (see also Q11). Only if the mere aim of the <IR> project is to increase awareness in the capital market for the role of sustainability information for long-term value creation, the current narrow focus might be appropriate. But we do not believe that this is or should be its mere aim.

Development of <IR>

23. *If the IIRC were to develop explanatory material on <IR> in addition to the Framework, which three topics would you recommend be given priority? Why?*

- Collection of best examples
- Materiality analysis
- Value chain
- Linkage to existing financial and non-financial reporting guidelines.

Other

24. *Please provide any other comments not already addressed by your responses to Questions 1-23.*

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