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Q6: Any preliminary or introductory comments (Example: If the response is the result of a focus group, please indicate attendees and their respective stakeholder groups).

GRI is contributing input to this IIRC consultation by the means of the following letter (a copy of which has been submitted to implementation@theiirc.org) and has not addressed the specific questions as these are designed for practitioners.

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Richard Howitt
CEO, IIRC
The Helicon, Third Floor, 1 South Place
London, EC2M 2RB
UK
Amsterdam, 29 April 2017

Subject: IIRC Consultation on the Implementation of the International <ir> Framework

Dear Mr. Howitt,

GRI welcomes the IIRC's initiative to collect stakeholder feedback on the implementation of its International <ir> Framework. As GRI is not a practitioner, we will not address the specific questions in the consultation request, but rather provide you with organizational-level input that we hope will be valuable as you improve the <ir> Framework.

GRI strongly believes in the concept of integrated thinking and the need for information to be tailored to the needs of specific stakeholder groups. Integrated reporting looks at the interrelationships between financial and other capitals that are important to business. Many companies are already experimenting with ways to implement integrated thinking and reporting, enabling them to embed sustainability issues into their business strategy and communications.

The GRI Standards and the <ir> Framework are complementary because sustainability reporting is an essential prerequisite to integrated reporting. The International <ir> Framework adds value by linking sustainability disclosures to a company's financial management. GRI believes the <ir> Framework can facilitate broader uptake and use of sustainability information by financial analysts and investors.

To further the development of integrated reporting and actively participate in its evolution, GRI convenes a Corporate Leadership Group on integrated reporting with a group of leading companies engaging in sustainability reporting. The group explores synergies and best practice in using GRI Standards in integrated reports. The outcomes provide valuable insights on the challenges, questions, and solutions. The findings – which are summarized in GRI's publication *Forging a path to integrated reporting: Insights from the GRI Corporate Leadership Group on integrated reporting* – are valuable input into this IIRC consultation on the implementation of its framework.

As strategic partners, GRI and IIRC are committed to working together to harmonize the corporate reporting landscape and minimize inefficiency, burden and drive improvement in reporting. As part of their collaboration, GRI is proud to be partnering with the IIRC on the second phase of its Corporate Leadership Group on integrated reporting.

GRI will continue to support the development of the <ir> Framework driven by our shared belief that transparency can make a positive contribution to addressing sustainability challenges and foster the conditions necessary for sustainable development.

Sincerely,

Tim Mohin
Chief Executive, GRI

PAGE 2: Multiple capitals

Q7: Q1(a) What is your experience with the multiple capitals approach in integrated reports?

Respondent skipped this question

Q8: Q1(b) What, if anything, should be done and by whom to improve this aspect of implementation?

Respondent skipped this question

PAGE 3: Connectivity and integrated thinking

Q9: Q2(a) What is your experience with connectivity in integrated reports as an indication of integrated thinking and/or enabler of enhanced decisions?

Respondent skipped this question

Q10: Q2(b) What, if anything, should be done and by whom to improve this aspect of implementation?

Respondent skipped this question

PAGE 4: Key stakeholders' legitimate needs and interests

Q11: Q3(a) What is your experience with the identification, in integrated reports, of key stakeholders' legitimate needs and interests and how those needs and interests are considered and addressed?

Respondent skipped this question

Q12: Q3(b) What, if anything, should be done and by whom to improve this aspect of implementation?

Respondent skipped this question

PAGE 5: Materiality and value creation

Q13: Q4(a) What is your experience with the Framework's definition of materiality, in particular: • Application of the value creation lens? • Use of different time periods to identify material matters?

Respondent skipped this question

Q14: Q4(b) What, if anything, should be done and by whom to improve this aspect of implementation?

Respondent skipped this question

PAGE 6: Conciseness

Q15: Q5(a) What is your experience with the conciseness of integrated reports?

Respondent skipped this question

Q16: Q5(b) What, if anything, should be done and by whom to improve this aspect of implementation?

Respondent skipped this question

PAGE 7: Business model – outputs and outcomes

Q17: Q6(a) What is your experience with the reporting of business model information, particularly outputs and outcomes?

Respondent skipped this question

Q18: Q6(b) What, if anything, should be done and by whom to improve this aspect of implementation?

Respondent skipped this question

PAGE 8: Those charged with governance / Framework identification

Q19: Q7(a) What is your experience with whether reports: (i) identify the involvement of those charged with governance, and (ii) indicate that they are presented in accordance with the Framework? What are the implications of excluding such information?

Respondent skipped this question

Q20: Q7(b) What, if anything, should be done and by whom to improve these aspects of implementation?

Respondent skipped this question

PAGE 9: Other Guiding Principles

Q21: Q8(a) What is your experience with the application of these remaining three Guiding Principles in integrated reports?

Respondent skipped this question

Q22: Q8(b) What, if anything, should be done and by whom to improve these aspects of implementation?

Respondent skipped this question

PAGE 10: Other Content Elements

Q23: Q9(a) What is your experience with how these remaining Content Elements are reported in integrated reports?

Respondent skipped this question

Q24: Q9(b) What, if anything, should be done and by whom to improve these aspects of implementation?

Respondent skipped this question

PAGE 11: Other quality issues

Q25: Q10(a) Aside from any quality issues already raised in Q1-Q9, what is your experience with the quality of integrated reports?

Respondent skipped this question

Q26: Q10(b) What, if anything, should be done and by whom to improve this aspect of implementation?

Respondent skipped this question

PAGE 12: Other enablers, incentive and barriers

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|---|---|
| Q27: Q11(a) What is your experience with enablers, incentives or barriers to Framework implementation not covered by other questions, including the extent to which they apply particularly to: • Specific jurisdictions? • Large or small organizations? • Private, public or non-profit sectors? • Different stages of Framework implementation? | <i>Respondent skipped this question</i> |
| Q28: Q11(b) What, if anything, should be done and by whom to improve these aspects of implementation? | <i>Respondent skipped this question</i> |