

purpose
and
profit

Value of Value.
The new long-term horizon for business leaders.



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INTEGRATED REPORTING <IR>

Executives from around the world agree that purpose and profit can be mutually achievable. They also agree on the increasing benefit of understanding and communicating the value potential of their organizations to build relationships with stakeholders. Most encouragingly, they agree on the benefits of developing integrated thinking in strategic decision-making.

Our latest *Value of Value: Board-level Insights* report finds that despite a small improvement from our last survey, the majority of executives still lack the management and reporting information needed to understand and interpret the true value drivers of their business. The story of how value creation is achieved and sustained is important, not only for executives, but for a wider range of stakeholders. The integrity of the value creation story is essential to building trust in organizations.

Value Matters

Introducing new horizons for value creation

In this report, we will discuss supporting factors and possible contributors for the six core findings of our survey:

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We also share some ideas to help organizations:

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Welcome to the latest instalment of the *Value of Value* report, designed to provide boards with insights into how businesses are shaping their narrative on value creation.

As this report shows, we are witnessing changes to how businesses think, act and communicate about their purpose.

The financial crisis of 2008 remains the defining issue for the current generation of executives and their organizations.

With environmental concerns rising in a globalized world, consumer and investor trust now comes at a premium and organizations are expected to combine profits and purpose.

Short-term capitalism must change to long-term, sustainable growth and businesses need to lead the way. The long-term leaders I have met and admire are also stewards of their business’s societal trust and ensure a sustainable future for both business and our planet.

In practice, these leaders have changed the way they govern and manage their corporations.

This report, prepared by the IIRC, the Association of International Certified Professional Accountants and Black Sun, aims to identify and track the critical topics in the shift towards long-term capitalism.

We hope it sparks and guides future dialogues on one of the key business issues of our time.

Dominic Barton

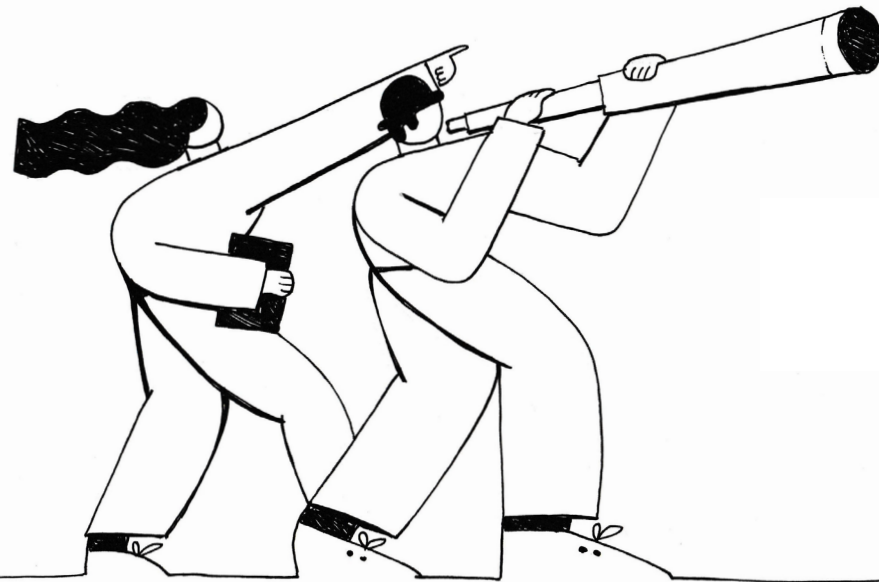
Dominic Barton is the Chair of the IIRC. He spent nine years as the Global Managing Partner of McKinsey & Company until 2018.

Short-term capitalism must change to long-term, sustainable growth



Future Business Success

relies on a broader perspective



Business leaders globally agree that their organizations need to shift their focus from pure shareholder value creation to wider value considerations, such as value to society and co-creation of value through other external relationships.

89%

AGREE ON NEED TO FOCUS ON WIDER VALUE CONSIDERATIONS

In addition, 96% of business leaders feel that it's important that they can effectively explain how their organization creates value for their key stakeholders in the long term.



Executives globally acknowledge that future success relies on consideration of stakeholder perceptions and wider value creation

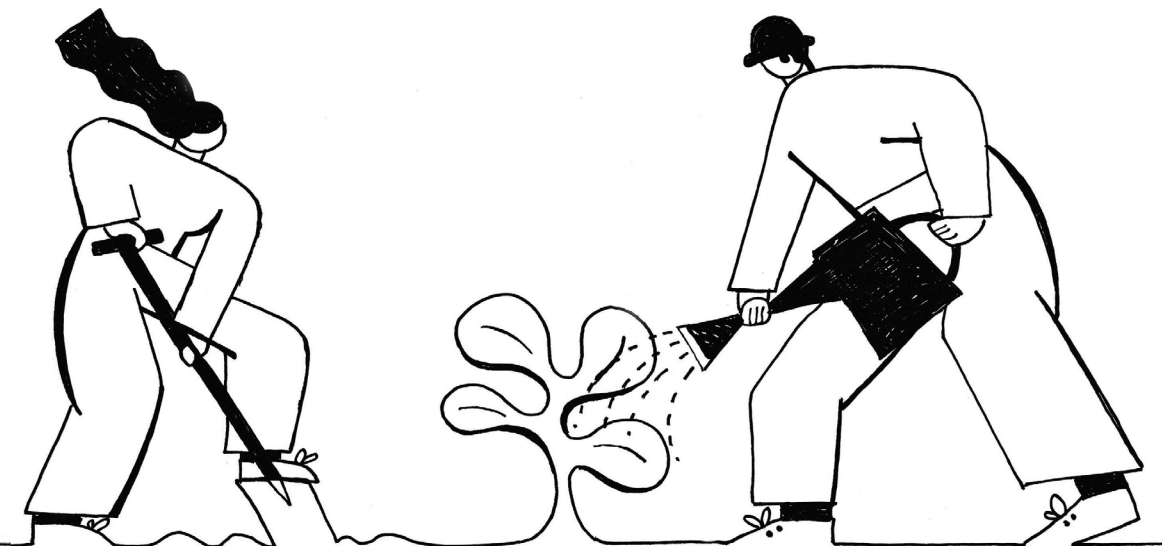
There is widespread recognition that future success is based on thinking and doing things differently, particularly with regards to stakeholders and the environment. This suggests that organizations and investors are increasingly acknowledging the intrinsic link between an organization's social licence to operate and its profitability. 72% of executives believe that aligning their organization's profitability objectives with social and environmental responsibility is very important to their success.

72%

BELIEVE IN ALIGNING PROFITABILITY OBJECTIVES TO SOCIAL AND ENVIRONMENTAL FACTORS

Business leaders believe long-term thinking cultivates

Long-term Success



Although barriers to long-term thinking and behavior exist, if given the choice, most executives feel that they should be planning further into the future than they currently are. Currently just 30% of executives use a strategic planning horizon that exceeds three years, although 71% would like to start using a planning horizon that is longer than three years. This represents a 10% increase in preference for a longer term strategy since our 2016 edition. 82% of executives believe that taking a longer-term perspective to strategic planning would improve their organization's value creation potential.

82%

BELIEVE LONG-TERM STRATEGIC PLANNING WOULD IMPROVE VALUE CREATION POTENTIAL

The link between success and long-termism is apparent when these two opinions are viewed together.

Executives also believe that investors are mirroring their long-term views. Only 16% of those surveyed think that investors view past performance as important.

The majority of executives believe that a future perspective is extremely important for investors and other providers of financial capital.

72%

BELIEVE THAT A FUTURE PERSPECTIVE IS IMPORTANT FOR INVESTORS

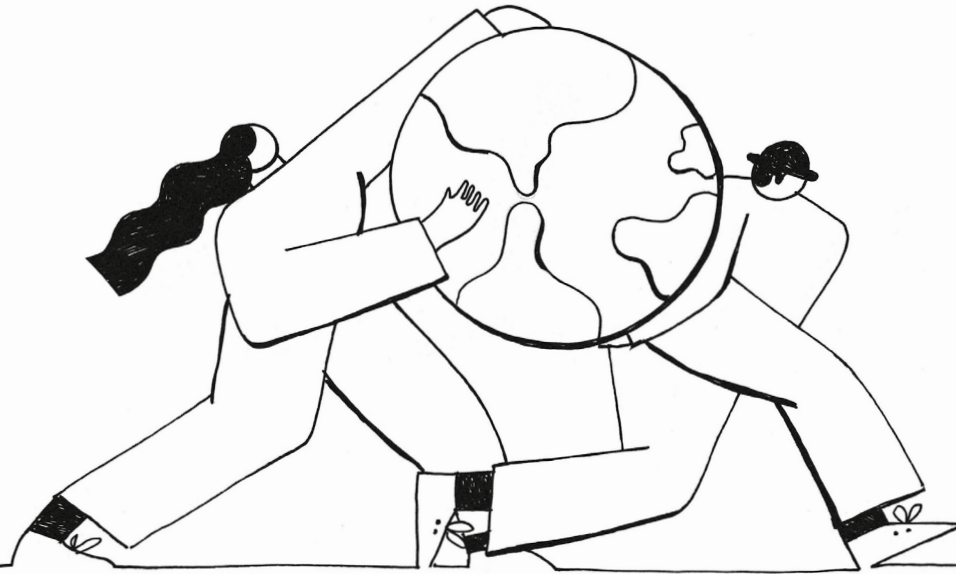
It is clear that today's leaders need to consider shifting their focus to establish a long-term strategy that supports sustainable growth and success for their organization. Ensuring that this approach is effectively communicated to all shareholders and broader stakeholders would logically support the organization's potential to gain capital funding and its social license to operate.



Executives and investors alike desire longer-term perspectives on strategic planning

Broader Value is Growing

in importance and relevance



The importance of broader information remains undisputed. More business leaders than ever felt that it is important to consider broader information alongside financial information in order to give investors and other stakeholders a more complete picture of the value they create.

An overwhelming 97% of executives agreed that bringing together financial and broader performance information would help their organization explain how it creates value over time. Of these executives, 64% rated broader information considerations as extremely important, an increase of 15% from 2016.

64%

RATED BROADER INFORMATION CONSIDERATIONS AS EXTREMELY IMPORTANT

Executives felt that the most critical information to communicate how they believe their organization will perform in the short, medium and long term is not just hard measures and metrics, but things like:

- articulating a clear statement of purpose, mission and values;
- highlighting sources of competitive advantage such as talent; and
- explaining how the organization's business model creates long-term value by identifying key value drivers.

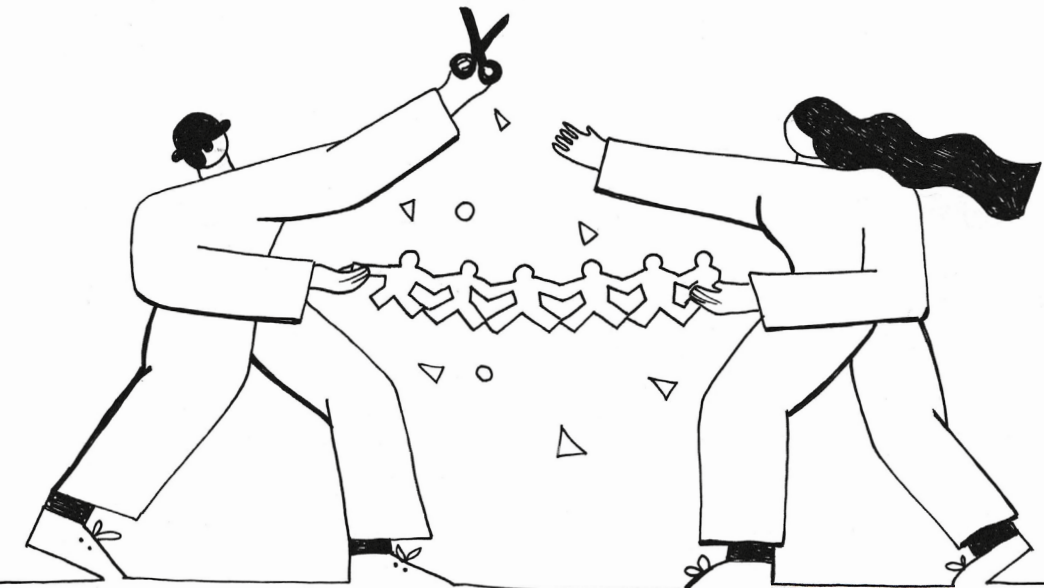
Despite widespread agreement for these broader performance concepts in principle, the majority of business leaders seem to struggle with communicating them. An even bigger challenge is that only 11% of executives believe that non-financial factors are extensively researched and significantly influence strategic decision-making in their organization.

36% of executives consider non-financial or broader factors important but lack reliable tools and techniques to better understand and incorporate them into strategic decision-making. The good news is that 46% are currently developing such tools and techniques.

We've seen an increase in the number of executives who believe their business models effectively explain how they create long-term value while identifying key value drivers. Business models remain a key tool in disclosing an organization's value creation process.

Considering Stakeholder Interests

is central to building trust



Investors remain a key stakeholder, yet with the recent focus on millennials and the future needs of the corporate workforce, it's no surprise that the importance of employees, and communications to employees, is becoming top of mind for executives.

Today's employees want to work for organizations with similar values – especially ones that have a clear purpose beyond a financial focus and make a difference in wider society. Employees at 77% (55% in 2016) pull into the lead for the stakeholder group that executives feel the value creation discussion is most useful for. They are followed by customers at 74% (85% in 2016) and then investors in third place at 68% (77% in 2016).

THE STAKEHOLDER GROUPS THAT EXECUTIVES FEEL THE VALUE CREATION DISCUSSION IS MOST USEFUL FOR:

77%	74%	68%
EMPLOYEES	CUSTOMERS	INVESTORS

Employees take the lead as the focus audience of the value-creation narrative

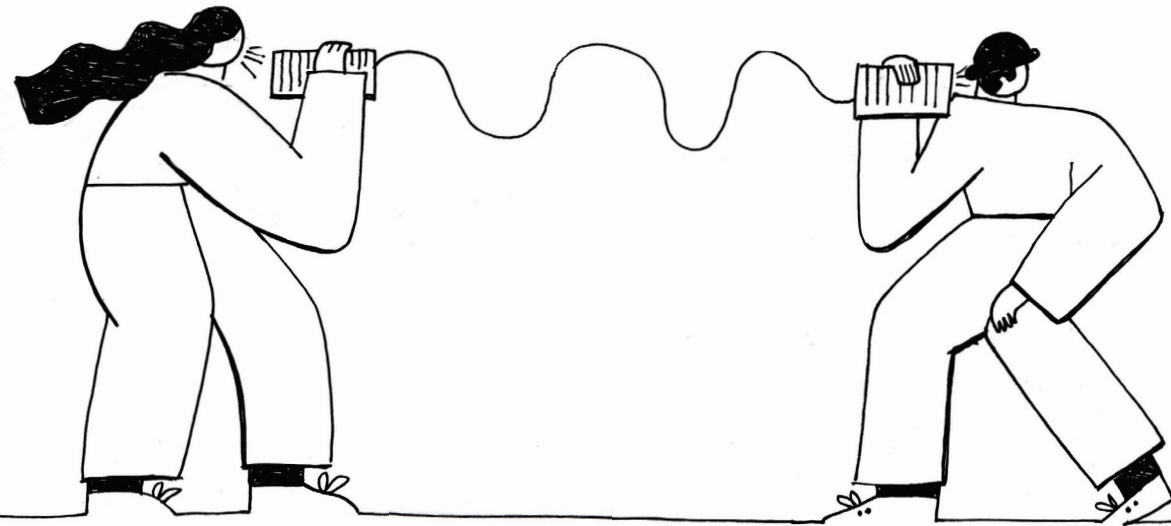
Reinforcing the need to balance purpose and profit, the top three factors business leaders deemed important to the success of the organization are:

- meeting the expectations and needs of customers;
- inspiring and engaging people; and
- profitability and financial return for investors.

There are many possible reasons as to why the shift in stakeholder focus has taken place, however when this is viewed in light of the executive's preference for longer-term strategic horizons and value, it suggests that concepts such as trust and purpose are inherent factors due to their employee and societal relevance. Organizations may be feeling the pressure of regulatory and societal demands for increased transparency. They may still be in the process of fulfilling these needs.

Focusing on Value

leads to better communication



99%

BELIEVE THAT IT'S IMPORTANT TO EXPLAIN HOW THEIR ORGANIZATION CREATES VALUE

Having the right focus on value creation can help drive internal changes and support external communication. 99% of executives believe that it's important to effectively explain how their organization creates value for the long term through corporate reporting. This is a 6% increase since 2016 and highlights the consistent relevance of effective corporate reporting from an executive perspective.



A focus on value internally leads to better corporate reports and communication

We are seeing positive movement and improved confidence in reporting. The majority of executives believe that, in the last three years, their corporate reporting:

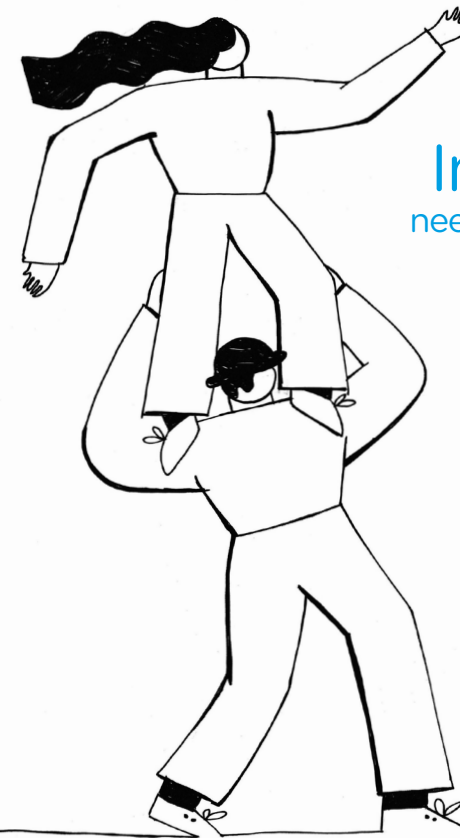
- is becoming more reliable for internal and external use;
- is becoming a better form of strategic insight into the organization;
- has a better focus on outcomes for the organization;
- has promoted better engagement on value creation with investors; and
- is becoming more forward looking.

51% feel they are making progress on the reporting journey, albeit slowly. In order to make positive change in the long term, new and more relevant forms of data are required within some organizations.

Many organizations are using reporting as a tool to drive change within their business.

Integrated Thinking

needs board support to progress further



Most business leaders believe that the aims of integrated reporting align with their corporate objectives. In fact 74%, of executives think that integrated reporting will promote a more cohesive approach to corporate reporting and better enable them to communicate the full range of factors (financial and broader performance information) that materially affect their organization's ability to create value over time.

74%

THINK THAT INTEGRATED REPORTING WILL PROMOTE A MORE COHESIVE APPROACH

Integrated reporting is the culmination of integrated thinking and aims to improve the quality of information available to investors and wider stakeholders.



Integrated thinking is becoming mainstream, but needs board support to progress further

Three quarters of executives surveyed agree that integrated reporting would:

- improve the relevance of information available to investors;
- promote a cohesive approach to corporate reporting;
- enhance accountability for tangible and intangible assets;
- eliminate internal silos; and
- reduce short-term thinking.

As a strategic tool, integrated reporting could provide a wealth of benefits to help any organization, and 76% of executives agree. That said, only 35% feel that they receive the vital board or executive level support needed to make progress on their integrated reporting journey.

As with many elements of organizational success, board members will need to be more public and clear about their support for integrated thinking and find more integrated ways of disclosing information for reporting. A clear tone at the top drives organizational change more effectively and allows an organization to capitalize on benefits faster.

10 questions for executives to help develop their value creation stories.

1. Have you explained the state of play?

Provide management's view of the market, major trends impacting the market, potential for growth, the organization's relative positioning, and underlying assumptions.

Remember to outline the trends that have a material impact on the organization and its stakeholders. Also explain what these mean for the long-term future of your organization to provide context.

2. Who are you?

Express a clear statement of purpose, mission, and vision; ensure this communicates a clear understanding of your organization's role in society and ensure this is translated into tangible policies for the board's agenda.

Also explain how stakeholders are engaged, their interests considered, and business decisions made with these in mind.

3. Does your business explain how you create value?

Ensure that your organization demonstrates its long-term value creation process beyond purely financial returns, outlining how your organization's operations transform, create or even destroy value.

Considerations for enhancing your

Value creation story

4. What makes your business unique?

Highlight sources of competitive advantage such as talent, access to resources, or other assets that enable your organization to execute its strategy and succeed in the marketplace.

Focus on highlighting the characteristics that make your organization different, such as purpose or its reason for existing in the context of your stakeholders and value creation.

5. Where is your business going?

Lay out a detailed execution roadmap that defines short, medium, and long-term actions linked to key milestones and strategic goals targeted at long-term value creation.

Specifically explain strategic priorities, provide clear time frames wherever possible and ensure that your organization reports back on previous strategic priorities, explaining whether the organization has met these priorities or not.

6. How will you get there?

Disclose strategic goals ultimately tied to drivers of value creation (e.g. returns on invested capital, organic revenue growth) in the context of current and future market trends, and the organization's competitive advantage.

7. Do you measure what gets managed?

Provide medium and long-term metrics and targets that indicate your organization's ability to deliver on its strategy, such as customer satisfaction over time, brand strength, and product pipeline investment and returns.

Demonstrate how your organization's strategy has been designed with consideration of key stakeholder groups.

Explain how these priorities are measured and tracked.

8. What are your challenges?

Provide an overview of risks and their mitigation plans, including sustainability challenges (e.g. ESG issues).

Clearly outline how your board has assessed the organization's viability over the long term and ensure that it demonstrates a direct link between strategic priorities and specific risks, showing also how this aligns with the organization's risk appetite.

9. Is action linked to reward?

Articulate how executive and director compensation tie into long-term value creation and strategic goals.

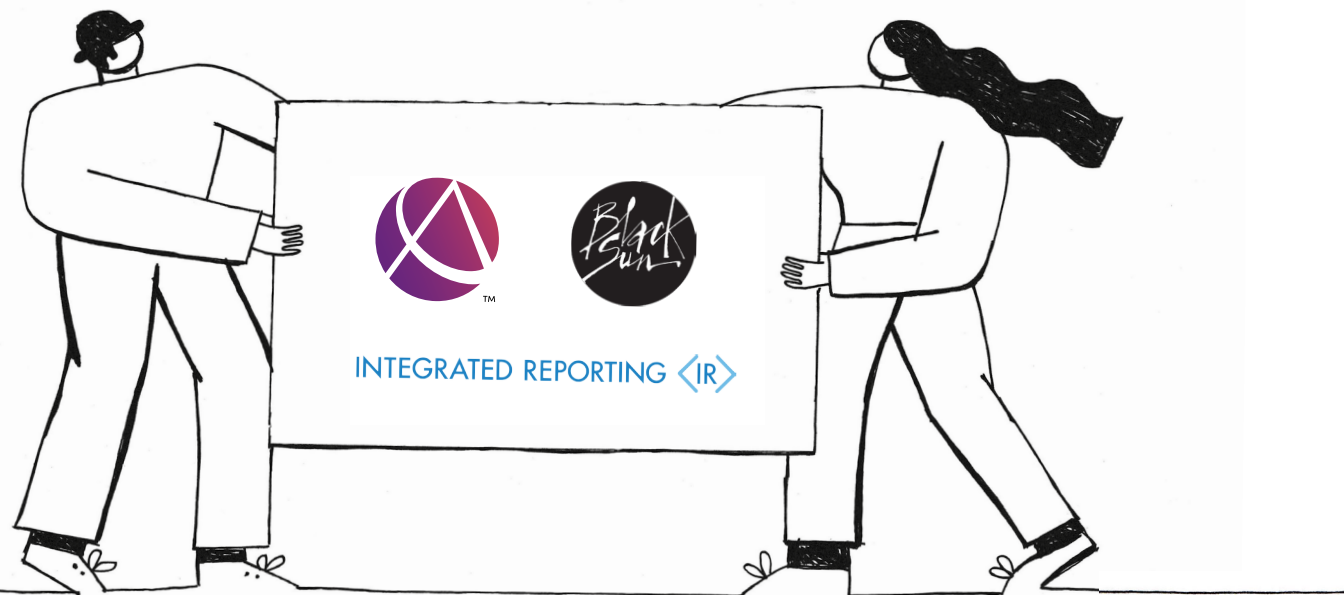
Make a clear link to your organization's values, explaining how the board provides oversight and embeds culture throughout your organization.

10. Have you provided a complete picture of value?

Explain how capital and non-capital investments, including a mix of resource allocation, will yield sustained competitive advantage and the creation of long-term value.

Ensure your organization also provides insight into the areas in which it is investing.

Sharing practical ideas and insights to deliver value



Association of International Certified Professional Accountants

I welcome this research which illustrates the continued recognition amongst business leaders of the importance of value considerations wider than pure shareholder value. Such integrated thinking is necessary to be able to deliver value beyond profit which is so necessary in today's business environment.

The role of an organization should be to responsibly create value over the short, medium and long term. This requires connectivity across the broad range of resources and relationships that an organization utilizes to create value and this integrated thinking should be extended to how the value created is shared amongst the various stakeholders in terms of dividends, share price appreciation, interest payments, pay, supplier payments, taxes, community initiatives and charitable donations.

This requires first class management information which the majority of organizations are still struggling with. This research shows that only 11% believe that non-financial factors are extensively researched and significantly influence strategic decision-making. Separate research of our own, *Joining the Dots*¹, supports this finding and concludes that senior leaders are struggling to make the right decisions due to bureaucratic decision-making processes, siloed and short-term thinking, intra-organizational breakdowns in trust and collaboration, and difficulty translating ever-expanding volumes of information into relevant knowledge. The systems and cultures in which organizations are functioning are making it difficult to 'do' integrated thinking.

It further shows that organizations that have advanced capability in the four *Principles to create and preserve Value* on which the CGMA Global Management Accounting Principles (GMAPs)¹ focus — Influence, Relevance, Analysis and Trust — enjoy a decision-making advantage. For example, in terms of better performance, improved strategic execution, and fewer failures of strategic initiatives due to delays in decision-making and reduced susceptibility to delivering flawed information to decision-makers.

The practices of management accounting as described by the GMAPs provide the integrated information required to support integrated thinking and decision-making, in particular, taking into account both financial and non-financial performance across multiple time frames. This integrated information is the foundation for a shared understanding of how an organization creates value through its business model.

This brings me to a second tool that I believe is capable of assisting organizations as they aim to adopt more integrated ways to develop strategy and operate their organization. *The CGMA Business Model Framework*¹ is a practical tool designed to help boards, senior executives and staff quickly and easily gain an understanding of their organization's business model. This improves connectivity of key decisions and activities associated with how your current business model contributes to wider value generation.

Integrated thinking in a multi-capital environment is a hot topic amongst organizations that are seeking to gain a competitive edge in today's fast changing business environment. Management Accountants are at the forefront of these developments and we will continue to support them in their quest to provide solutions that lead to long-term business success.

Andrew Harding FCMA, CGMA

Chief Executive, Management Accounting,
Association of International Certified
Professional Accountants

The International Integrated Reporting Council

The evidence continues to demonstrate that moving towards integrated reporting is not just the right thing, but the best thing an organization can do for its long-term viability.

The findings of this survey demonstrate that business leaders recognize this, but that there is a need for support and guidance to build effective integrated thinking and reporting.

It sounds simplistic, but what we hear from those at the forefront of the integrated reporting movement is that the best thing is to just get going. Do not let perfection be the enemy of the good. At the IIRC we are here to help you take that first step.

The IIRC is a coalition of businesses, investors, regulators, standard setters, NGOs and the accountancy profession that is working to align corporate behavior and capital allocation decisions with the wider goals of financial stability and sustainable development. We know that the corporate reporting landscape can be confusing and we are working to build alignment and consensus so that our markets can re-orient around the concept of value creation.

The International <IR> Framework was developed by businesses and investors over several years to ensure reporting on value creation is effective, enabling the breaking down of silos, a better understanding of strategy and ultimately financial benefits for the business now and in the future.

We work with businesses every day to push the boundaries of reporting in the <IR> Business Network, through which businesses are innovating together to build best practice and overcome challenges.

And the IIRC's technical team works with market leaders to develop guidance, practice notes and share best practice.

I warmly congratulate colleagues in the Association and in Black Sun for producing this valuable new research.

The results are clear that the appetite in the market is strong and we invite you to work with us to make integrated reporting a reality.

Richard Howitt

Chief Executive Officer of the International
Integrated Reporting Council (IIRC)

¹ Visit www.cgma.org/resources for our research

Black Sun

In an age when trust has taken center stage as a basis for successful long-term business, purposeful stakeholder communication on topics such as value, governance and future prospects has never been more relevant.

It's not enough for a business to make money and provide dividends. Investors, society and even some governments are increasingly asking questions about a business's long-term contribution to the society in which it operates. Simply put, profit is not enough.

The key catalyst has been poor corporate governance decisions that have shone a light on the less effective approaches to business, and some less than ethical practices by certain high-profile organizations in recent times. It's no surprise that, in addition to meeting increased regulatory requirements, more businesses are trying to improve their communications to demonstrate transparency.

The key benefit of clear and transparent communication is increased stakeholder trust, and in turn a social license to operate.

We believe that organizations can use their messages to support a clearer understanding of their operations, performance and long-term value creation, and in doing so, drive better, more informed decision-making.

For over 25 years Black Sun has helped companies tell the story of how they create value for the people that matter to them – investors, employees, customers and society. We view communications as an opportunity to guide business's towards better practice and prompt them to go beyond legislative requirements and tell a truly holistic story. This will ultimately differentiate them and provide a strategic advantage.

To support consistent, authentic and joined up communications, we recommend some of the following tools and resources listed here.

Come chat to us about stakeholder communication programmes that change perceptions, influence behaviors and create business advantages by building greater trust and confidence with investors.

David Christopherson

CEO of Black Sun PLC



Strategic insight

Black Sun's research takes real-world business cases into consideration, as well as regulations and changes in the marketplace. This helps us devise practical tools and approaches to effectively address business problems with communications solutions.

Our Horizon Series research annually identifies best practice and emerging trends in corporate communications, across key storytelling channels.

www.blacksunplc.com/horizon

Practical advice

Black Sun has a long history of driving business towards increased transparency and informing corporates about the internal benefits of improved communication and reporting.

Through our partnership with the IIRC, we host a Best Practice Examples Database that highlights effective approaches to Integrated and Annual Reporting disclosure.

examples.integratedreporting.org/home

Creative excellence and technology

Creatively, we continue to push the boundaries to capture attention and stimulate emotional connections through digital, creative, film, animation and social media.

Black Sun developed CONNECT in partnership with Adobe, a unique CMS platform based on client communication needs. Social media, printed documents, assets and messaging can all be controlled from this single hub.

www.blacksunplc.com/connect

Active engagement

We are active in the corporate reporting and communications industry as an advisor, commentator and trainer, hosting hands-on workshops on everything from social media and website communications, to regulation and corporate reporting.

Consider joining our next event or workshop to pick up some practical skills.

www.blacksunplc.com

'Purpose and Profit' *Value of Value*: Board-level Insights is a survey of executives from across the globe that seeks to understand trends and challenges in measuring, disclosing and understanding the value that companies create. This survey is based on the views and opinions of almost 100 business leaders as at March 2019. 78% of respondents were part of an organization's Finance function and 62% worked in private companies.

Questions covered a range of topics investigating how value is thought about and understood, how companies approach their strategic planning and performance measurement, and whether executives believe that they and investors have the right information for decision-making.

The survey underlying this report is tied to an earlier survey, providing some indications of the evolution in thinking over time.

#PurposeAndProfit

Association of International Certified Professional Accountants

The Association of International Certified Professional Accountants (the Association) is the most influential body of professional accountants, combining the strengths of the American Institute of CPAs (AICPA) and The Chartered Institute of Management Accountants (CIMA) to power opportunity, trust and prosperity for people, businesses and economies worldwide. It represents 667,000 members and students across 184 countries and territories in public and management accounting and advocates for the public interest and business sustainability on current and emerging issues. With broad reach, rigor and resources, the Association advances the reputation, employability and quality of CPAs, CGMAs and accounting and finance professionals globally.

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Black Sun

Black Sun is an international stakeholder communications agency. For over 25 years, we've helped our clients to effectively articulate their unique story to employees, investors and wider stakeholders. We are led by insight, driven by creativity and powered by the latest technology. We are corporate storytellers, passionate about driving positive change, and united by a common purpose of making businesses more valued in the eyes of their stakeholders.

www.blacksunplc.com

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IIRC

The International Integrated Reporting Council (IIRC) is a global coalition of regulators, investors, companies, standard setters, the accounting profession and NGOs. The coalition is promoting communication about value creation as the next step in the evolution of corporate reporting.

www.integratedreporting.org

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