

Council meeting: 24 November 2020

Time: 12:00-15:30 GMT
Venue: via Zoom video conference.
Chair: Conor Kehoe, IIRC Council Chair
Agenda: Appendix A
Attendance: Appendix B

1. Welcome and introduction

- The Chair welcomed members, alternates and guests as well as those IIRC Board, Governance and Nominations (GAN) Committee and team members that were present. The meeting was called to order at 12:04 GMT.
- It was hoped that Council members and their loved ones were staying safe and well during the ongoing global pandemic.
- It was noted that meeting papers were distributed on 13 November 2020 and are taken as read.
- The Chair noted that this was his first Council meeting as Chair, although he had attended meeting as a guest in April 2019 and April 2020.
- The Chair noted that there had been much momentum since the Council last met in April 2020 when members supported the need for a more comprehensive corporate reporting system. Developments to drive forward a cohesive, holistic reporting system that responds to market needs included:
 - The IIRC joined forces with CDP, Climate Disclosure Standards Board (CDSB), Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) – the group of 5 - to provide a shared vision for a comprehensive, globally accepted, corporate reporting system that includes both financial accounting and sustainability disclosure, connected via integrated reporting. This resulted in the released of the [Statement of Intent to Work Together Towards Comprehensive Corporate Reporting](#) in September 2020. The paper is a shared vision of the elements necessary for more comprehensive corporate reporting and a joint statement of intent to drive towards this goal by working together.
 - The Trustees of the International Financial Reporting Standards (IFRS) Foundation published a consultation paper to assess demand for global sustainability standards and, if demand is strong, assess whether and to what extent it might contribute to the development of such a standard.
 - The European Commission gave the European Financial Reporting Advisory Group (EFRAG) the mandate to undertake preparatory work for possible EU non-financial reporting standards.
 - Erik Thedéen, Chair, International Organization of Securities Commissions (IOSCO) Sustainability Task Force, responded to an open letter sent to IOSCO from CDP, CDSB, GRI, IIRC and SASB, signaling their support for working with us and playing a ‘leading and critical role in this global endeavour.’ The letter stated: “Together your joint initiatives and that of the IFRS Foundation have the potential to help address the two dimensions of content and governance... In doing so, they can set the foundations of a global system architecture that will deliver a more coherent and comprehensive corporate reporting system.”

2. Minutes of previous meeting and matters arising

- The draft minutes of the Council meeting held on 30 April 2020 were approved without revision.
- There were no matters arising.

3. Governance Appointments

- Jane Diplock, IIRC Governance and Nominations (GAN) Committee Chair introduced the item, confirming that the GAN Committee had met three times since the last Council meeting. Matters of GAN Committee deliberations were focused on:
 - Council membership – five applications for a change of representative for existing Council organizations,

one application for a new Council organization and one application for a new Council observer organization were received since the last Council meeting. All were reviewed, recommended to the Board, and were approved.

- Board Director appointments – discussions were focused on replacements for Louise Davidson, whose term expired on 30 September 2020, and Michael Bray, who stepped down from the Board upon joining the IIRC team on 4 September 2020. A search was undertaken in consultation with the GAN Committee, the IIRC Council Chair, the IIRC Board Chair and the IIRC team and a prioritized list of candidates was developed. Further to this, [Sarah Williamson](#), CEO, FCLT Global, was appointed to the Board.
- Governing body member re-appointments – two GAN Committee members and both co-Deputy Chairs of Council had terms which were due to expire in 2020 which require formal approval via a vote. All had expressed their willingness to be re-appointed for a further term and the details of the proposed re-appointments had been shared with Council members over email in the months before the Council meeting. No objections had been received further to these emails. The governing body members were:
 - Jane Diplock, GAN Committee Chair, eligible for a further term to 30 October 2023
 - Maria-Helena Santana, GAN Committee member, eligible for a further term to 1 May 2022
 - Peter Bakker, co-Deputy Chair of Council, eligible for a further term to 10 October 2023
 - John Stanhope, co-Deputy Chair of Council, eligible for a further term to 10 October 2023
- Due to a technical issue voting was unable to go ahead during the meeting as planned. It was confirmed to Council members that they would be emailed a link to an online vote after the meeting instead and were requested to complete the vote in a timely fashion.

Conclusions/Decisions

- N.A.

Actions

- Voting of the proposed re-appointments will be conducted via email in the days following the Council meeting.

Post meeting note: All re-appointments were approved.

4. Board Chair briefing

- Barry Melancon, IIRC Board Chair, provided a verbal update on the recent deliberations of the IIRC Board. A number of focus areas were mentioned including:
 - Work undertaken with International Federation of Accountants (IFAC) to develop a joint statement on integrated reporting assurance and its place in the global corporate reporting system.
 - The revision to the International <IR> Framework, the details of which would be heard in agenda item 6.
 - Former IIRC Board Director Michael Bray joining the IIRC management team responsible for in-country adoption, on secondment from KPMG. KPMG's support for the secondment was appreciated.
 - The IIRC's response to the global pandemic, various business as usual activities including reporting and ongoing governance.
- The Bulk of Board's effort however was focussed on advancing a cohesive corporate reporting system, with a lot of time spent considering the advice received from Council in April 2020 which the Board summarized the intent in a letter to Council members shared in June 2020. The Council's advice included:
 - Help advance a cohesive corporate reporting system
 - Build stronger linkages between frameworks and standards
 - Bridge the gap between financial, sustainability and other forms of reporting
 - Embed the principles and concepts of integrated thinking and reporting in the global system of decisions, incentives and asset allocation.
- A result of the steer received at the April Council meeting, the IIRC Board and senior management team has entered discussions with SASB to merge into a unified organization and move the corporate reporting system forward in a meaningful way. Details of the merger would be shared later in the meeting.
- Barry Melancon gave his thanks to the IIRC Board who had contributed numerous hours to this matter. The Chair added his thanks to Barry Melancon and the IIRC Board as well as Charles Tilley, IIRC CEO, and the IIRC team for their work on advancing this matter.

Conclusions/Decisions

- N.A.

Actions

- The Council will be kept apprised on progress on key initiatives.

5. CEO Briefing

- Charles Tilley introduced the item noting that Barry Melancon had addressed many of the key areas of focus that the IIRC team had worked on since the last Council meeting. The IIRC team had had a busy six months undertaken with the continuing backdrop of a global pandemic and had worked well to continue with business as usual activities.
- In reflecting back on the IIRC's 10-year history Charles Tilley acknowledged that integrated reporting was truly ground-breaking in its focus on the total performance of organizations. Since its inception, huge progress has been made including:
 - The initial integrated reporting Discussion Paper published in September 2011
 - IIRC's Pilot Programme launched in October 2011
 - 1,500 people attending 15 simultaneous events to launch the Consultation Draft of the <IR> Framework hosted by major stock exchanges globally in April 2013
 - International <IR> Framework published in December 2013
 - European Commission labelling integrated reporting 'a step ahead' in April 2014
 - The Corporate Reporting Dialogue being established in June 2014
- Charles Tilley further noted key successes in the IIRC's history including:
 - Implementation review of <IR> Framework demonstrating acceptance and widespread implementation in March 2017
 - <IR> Framework mapped to the UN Sustainable Development Goals in September 2017
 - An investor statement of support for integrated reporting published in September 2017
 - Assurance of integrated reports in accordance with the <IR> Framework emerging in February 2018
 - Over 1,000 contributions to the consultation on <IR> Framework revision, June to August 2020
 - Global backing by 40+ stock exchanges for integrated reporting in June 2020
 - The joint Statement of Intent to Work Together Towards Comprehensive Corporate Reporting paper published by the group of 5 in September 2020
- Many messages of support for the IIRC's 10-year anniversary celebrations have been received which demonstrated the strength of the coalition. Those that provided input were thanked and it was confirmed that the messages would be published in a virtual book which will be launched to coincide with the IIRC's global conference and will shared with Council members.
- The IIRC global conference taking place 30 November through 2 December 2020 will be the IIRC's first virtual conference and it was hoped Council members would join the 100+ speakers.
- The <IR> Framework revision process, launched in February 2020 identified areas for future consideration, including impacts, the role of technology and assurance.
- Ian Macintosh, Chair of the Corporate Reporting Dialogue (CRD), provided an update on the activities of the CRD. There will have been a total of six meetings by the end of 2020 of the CRD which is made up of seven participants and one observer organization – CDP, CDSB, GRI, International Accounting Standards Board, IIRC, International Organization for Standardization and SASB, with Financial Accounting Standards Board as observer. The participants of the CRD were thanked and the great strides forward of the five organization who authored the Statement of Intent paper was acknowledged. Clara Barby, CEO of Impact Management Project (IMP), and Veronica Poole of Deloitte were thanked for their input in developing the paper. Ian Mackintosh noted that whilst the work to develop the paper had taken place outside of the CRD, it has been a valuable forum to share information and provide a connection between standard setters and framework developers of financial and non-financial reporting. It was noted that there was a desire to keep the CRD together and in the coming months it will talk more about its focus and membership going forward.

- Janine Guillot, CEO of SASB and Eric Hespenheide, Chair and Interim Chief Executive of GRI, provided an update on the SASB-GRI collaboration initiative that was introduced to the Council at its meeting of 30 April 2020.
- It was explained that the collaboration aims to de mystify GRI and SASB standards and provide clarity on their interoperability and taxonomy. It was acknowledged that the initiative was not an easy or simple task and required an understanding of GRI and SASB's own operations, use of both sets of standards and their impacts. The initiative was also trying to make it easier to understand how the standards could sit within an integrated report.
- Progress on the collaboration included a press release issued in summer 2020 and outreach surveying how organizations are using of both sets of standards. This will be followed by the publication of a Technical illustration report planned for the end of 2020 or the start of 2021 with a commitment to an interoperability approach to be developed later in 2021.
- Both Janine Guillot and Eric Hespenheide expressed their excitement for the news that the IIRC and SASB intended to merge and congratulated the IIRC on its 10-year anniversary. Feedback on approach was welcome from Council members, with periodic updates provided.
- Charles Tilley gave his thanks to Ian Mackintosh, Janine Guillot and Eric Hespenheide for their leadership and input.

Conclusions/Decisions

- N.A.

Actions

- The Council will be kept apprised on progress on key initiatives.

6. International <IR>Framework revision

- Erik Breen, Chair of the <IR> Framework Panel introduced the item and noted the hard work undertaken by the <IR> Framework Panel (the Panel) and the IIRC team, led by Lisa French, IIRC Chief Technical Officer, who were all thanked for their input. Lisa French added that with all that the market has faced in the past 12-months - the momentum towards a cohesive, holistic reporting system with the backdrop of a global pandemic – it has reinforced that integrated reporting and the Framework has been able to stand the test of time and is still relevant and fit for purpose.
- During the revision process, the Panel committed to the market not to disrupt the core concepts of the Framework and stick to clarifying and simplifying elements as well as improving the quality of reports.
- Market engagement during the consultation process included 55 participating jurisdictions, 35 virtual roundtables, 1470 responses and over 350 person hours of Panel members and by the end of 2020, the Panel will have met 15 times.
- The consultation responses highlighted 22 issues, of which seven were considered significant (i.e. related to real or perceived conflicts), and 15 deemed minor (i.e. related to points of clarity, emphasis or personal preference). All issues were listed in paper 6.
- Along the revision Framework, three additional papers will be published sharing all individual responses, the statistical analysis of the responses, and direct quotes and the treatment of feedback.
- Erik Breen noted the revision areas were processed under three key headings - clarity, quality and simplicity:

Clarity:

- Distinguishes outputs from outcomes
- Confirms scope of those charged with governance
- Guides treatment of alternative governance models

Quality:

- Retains statement of responsibility requirement
- Encourages process disclosures
- Reinforces importance of balanced disclosures
- Emphasizes role of supporting data and narrative

Simplicity:**<IR> Framework content**

- Lowers burden of required statement of responsibility
- Acknowledges integrated reporting journey

<IR> Framework presentation

- Improves navigation to related content
- Allocates general reporting guidance to a new section

Conclusions/Decisions

- N.A.

Actions

- N.A.

7. IIRC collaboration strategy**7a. White paper - integrated reporting and integrated thinking: A force for good**

- Jonathan Labrey, IIRC Chief Strategy Officer, introduced the item noting that the associated paper 7 looked to lay the groundwork for the positioning of how integrated reporting principles and concepts operate as a force for good in a fast-moving external environment which includes very significant announcements coming from IFRS Foundation, IOSCO, EFRAG and the group of 5.
- The IIRC wants to ensure there is a public interest focus for integrated reporting and integrated thinking, backed by evidence that is well supported in the market. This represents an opportunity to harness intellectual capital to drive innovation and sustainable business models, with corporate reporting helping businesses to create value to investors, contribute to the UN SDGs and address wider social challenges.
- A call to action was tabled: A world where integrated reporting concepts and principles are accepted as the norm:
 - As part of a connected and comprehensive system
 - Respecting the interoperability of different standards and frameworks, and
 - A catalyst for developments in assurance and an increasing role for technology.
- The unique role of integrated reporting was referenced which had been signposted to by over 40 stock exchanges. Its founding principles as a coalition and convener has been demonstrated by the group of 5 report, sharing a joint vision with others with a conceptual framework for connected reporting aligned with comprehensive and unified standards.
- It was noted that some may be sceptical by what can be achieved in such a short time frame, but many others will be impressed by the speed and commitment of the main players. With new sources of value and wider impacts on value, a detailed understanding of external environment and its stakeholders is essential. Despite our successes to date, there remains an urgent need to fulfil our mission and scale up action.

Conclusions/Decisions

- N.A.

Actions

- The Council were invited to share feedback and drafting comments on the white paper directly to Jonathan Labrey.

7b. Partnership and collaboration to deliver our shared goals

- Charles Tilley introduced the item reflecting that the driver for the group of 5 coming together and developing their joint statement was a dedication to meeting the needs of society. Through the discussions of the group, the possibility of alignment between IIRC and SASB was identified and, after exploratory discussions, the plan was developed to come together via the Value Reporting Foundation.
- The merger will:
 - Simplify the field
 - Globalize both organizations

- Support the needs of investors and other stakeholders
- Focus on reporting as a means to changing behaviour
- Achieve interoperability with the GRI standards
- Advance the adoption of integrated reporting and integrated thinking
- Accelerate progress towards a comprehensive corporate reporting system.
- Adoption of both the <IR> Framework and SASB standards continues to grow with 2,500 organizations using the Framework in 74 countries, and 1,305 companies referencing the SASB standards, 57% domiciled outside of the US.
- A key consideration for the merger from the IIRC was that the full range of capitals must be embraced and at the same time the need industry specific standards.
- A supportive quote from Paul Polman, former CEO of Unilever and Co-founder & Chair of IMAGINE, was shared, “Great to see IIRC and SASB merge into one organization as we accelerate the move towards integrated reporting. Now more needed than ever as we rebuild for a more sustainable and inclusive economy. As we treasure what we measure, getting the right standards will be a key element in the system changes we need to pivot our economies.”
- It was confirmed that the plan was to achieve the merger in H1 2021, it’s CEO will be Janine Guillot and it will be headquartered in London and San Francisco. The structure and governance of the Value Reporting Foundation is being developed with the expectation that key roles will be filled by existing Board and governance body members from both sides.
- The key principles of the merger were described as:
 - A joint purpose
 - Safeguarding integrated thinking, integrated reporting and the multi-capitals
 - Safeguarding the SASB standards
 - A focus on enterprise value creation
 - An international and diverse board and staff
 - A balance of voices from and representing, investors, companies, civil society, regulators, standard setters, the accounting profession and academia.
- It was highlighted that this was not ‘yet another initiative’ but a major advancement towards building a comprehensive and holistic reporting system that will make the alignment between integrated reporting capitals and SASB sustainability dimensions even clearer.
- The Council will continue to play an important role as the primary institutional forum for the expression of the coalition’s broad market view and collective voice on issues relating to reporting on value creation, including the development of integrated thinking and reporting. Its thinking will feed directly into the Board of the Value Reporting Foundation.
- It's been made clear that this merger is a stepping stone and not a destination in itself. Other organization will join and the Value Reporting Foundation could eventually integrate other entities focused on enterprise value creation, with CDSB already signaling interest in entering into exploratory discussions in the coming months.
- This merger represents significant move towards a comprehensive corporate reporting system.
- Janine Guillot added that at the same time that deliberations with IIRC Council and Board about the future of corporate reporting were taking place, the SASB Foundation Board were having similar discussions. both organizations came to the same conclusions – simplify. Fewer organizations operating with more scale and global reach.
- The work of the CRD and IMP was acknowledged as bringing the group of 5 organizations together in a meaningful way which culminated in the joint statement of intent. The work on the joint statement really helped the IIRC and SASB understand their similarities and that their foundations are aligned. Both are looking for better and more comprehensive information on the drivers of enterprise value creation which is hugely driven by intangibles. There is a desire to provide better information on intangibles, ensuring that the data is influencing integrated decision making and external decision makers, especially by providers of financial capital. It was noted that CDSB also has a similar conceptual foundation.

- The organizations are also very complementary in terms of staff and regional coverage and it's a case that the organizations together will be stronger than separately.
- 2021 is SASB's 10-year anniversary year and it is fitting that both organizations have spent last 10 years having broken the same ground and can now come together to maximise their impact over next 10 years.
- Barry Melancon thanked Charles Tilley and Janine Guillot for demonstrating the type of dialogue that has allowed the IIRC to enter into this journey. The IIRC Board is 100% behind the merger and consider it to be the right approach that will change corporate reporting and corporate thinking.
- The IIRC Council's input, particularly since its April 2019 meeting, has been instrumental in developing the approach to develop a comprehensive corporate reporting system. The future model will require funding as there is a lot of work to be done and on a global scale – support, financial and in-kind, will be critical from the Council
- Barry Melancon added that all Council members should be proud of the work of the IIRC's management team under Charles Tilley and with the SASB team under Janine Guillot. They demonstrated a textbook example of a mission driven approach and putting goals at forefront. The teams' professionalism bodes well for how effective the merger will be.

Points, comments and queries were made by individual meeting participants as follows:

What will happen with the staff in both organisations?

This is an intent to merge and a formal transition process will be taking place over next few months with the details are to be worked through. However, the staff teams are very complementary and the plan to keep all staff. Neither organization has an excess of staff and the merged organization plans to deliver more activities. Ongoing financial support will therefore be critical for the success of the Value Reporting Foundation

Is there space to represent intangibles or intellectual capital? Which organisation is going to address these issues in reporting and measurement terms? Is the Value Reporting Foundation open to collaboration with other organisations?

Yes. Both organizations want to keep working towards building greater cooperation with bodies across the world.

It was noted that it will be important to be clear on what the nature of merger will be - funding, goal, governance, networks, stakeholders, and whether this could be an iterative process. Lots of mergers go wrong because not everything has been considered. The intent to merge is a good approach and allows time to work collaboratively.

The caution was acknowledged and it was commented that Bob Steele, SASB, Board Chair had advised that the first step in the merger was not to break anything, which is a guiding principle of the merger discussions. Many of the key players involved in the merger had practical hands-on experience and it was added that Council's input is welcome throughout the process.

How will the merger fit in with Task Force on Climate-related Financial Disclosures (TCFD) requirements?

Mary Shapiro is the current Vice Chair of SASB and will be co-Vice Chair of the Value Reporting Foundation, she also leads the TCFD secretariat so we are well connected to them.

TCFD requirements have 4 pillars - governance, strategy, risk management, and metrics and targets. We believe there will be opportunities to align the concepts of TCFD with the IIRC Framework and SASB standards.

It was noted that the UK Financial Reporting Council will implement TCFD as a reporting requirement from 2021.

How does the merger fit alongside the IFRS Foundation consultation?

The IIRC and SASB will respond to the consultation separately and together. Ultimately, it's up to the IFRS Foundation to decide what route they wish to take but we have been clear that we would like to work with them in the development of the reporting system.

Is full integration with the IFRS Foundation possible?

It is too speculative to comment at this stage. The IFRS foundation is asking whether they should play a role, not how they play a role. They are not ready yet to engage in a conversation on the 'how' until they get a response on the 'should'. There is great respect for their consultation process and all are encouraged to write a thoughtful response. This is a critical moment in time and we are looking seize the opportunity.

Will this merger impact the Framework revision and existing networks in any way?

There are no plans to change the revision. The merger will potentially create an opportunity to undertake a further revision in two to three years. As the Council heard in agenda item 6, the Framework remains fit for purpose. Guidance on how the Framework works with the SASB standards will be developed to ensure it remains relevant in the future.

Will this news be in the public domain immediately after the Council meeting as there could be confusion if there are any conflicting comments?

It was confirmed that a communications toolkit, including the press release and FAQs, will be shared with Council members after the meeting and the public announcement will be made the day after the Council meeting.

What will the Value Reporting Foundation's relationship be with the European Commission and EFRAG?

The IIRC has responded to both EFRAG consultations and had conversations with Patrick de Cambourg, Project Task Force Chair at EFRAG. Similar to the IIRC's IFRS Foundation consultation response, the IIRC and SASB, and the wider group of 5, are focussed to support change and look forward to supporting EFRAG if requested to do so.

Will it be possible for the Value Reporting Foundation to set up s common reporting framework based on those already in use?

At a high-level alignment is possible however it requires all to be committed to undertake such work. With the IIRC and SASB operating under a single Board, any such alignment is expected to be undertaken efficiently and successfully.

Will the merger impact established country and regional integrated reporting committees and councils?

There is no intention to change existing entities; they are incredibly important in building awareness and advancing adoption. The merger FAQs do address this topic.

There is a desire to continue with business-as-usual activities, build momentum and have a more resilient organization that helps support more progress.

Is there any sense on what to expect from the new US administration?

There is an expectation that there will be changes related to disclosures. What exactly depends on the two open senate seats in Georgia which will be resolved in January 2021. The changes could focus only on climate or be broader ESG metrics, but it is too early to know how it might play out. There remains a risk that the US, similarly to the EU, might decide to develop its own regulations not linked to existing frameworks and standards.

- Congratulatory comments from Council members included, "Standing ovation!", "Congratulations - fantastic move", "Congratulations for the merger", "Appreciate what all that has been done.", "The shift from this time last year is fantastic.", "Congratulations on the merger, it makes perfect sense."
- Peter Bakker, co-Deputy Chair of Council noted that at the Council meeting he chaired in November 2019, members were energized at the prospect of consolidation in the corporate reporting space, with businesses "screaming for a clear approach". The progress made should be applauded, particularly knowing there will be scope for CDSB to be part of the new entity, thus providing a harmonized block of originations linked to corporate disclosures. Organizations such as IOSCO will take notice of this and drive the move to a more sustainable world.
- Charles Tilley provided his concluding comments, noting that the 30 April 2020 Council meeting included

excellent discussion which had been deliberated on by the IIRC Directors resulting in the letter issued to the Council on 30 June 2020. The letter set out two key areas for the IIRC – a focus on convergence and on strengthening the integrated reporting movement.

- The Council's support was described as highly important, both advocacy of the IIRC's work and sharing their support for the intent to merge with their networks, but also through funding and other in-kind support.
- Barry Melancon added his thanks the Council members for the great discussions and feedback and echoed Charles Tilley's comments - support and funding is important but the passion, communication and collective intellectual support is crucial in moving efforts forward. So many have been a part of this journey and for many years. It was hoped that the Council see this as an incredibly important point in time.
- It was noted that all organizations are under pressure due to the global pandemic and all are looking at budgets, but the clear need for a rationalized, standardized solution needs the support of Council members in order to succeed.

8. AOB

- The Chair thanked all attendees for their input and participation.
- Council members were requested to provide advocacy and support for the intent to merge announcement.
- It was confirmed that 2021 Council meeting dates will be circulated in the coming weeks.
- The Chair wished all present continued health and wellbeing during these troubling times.

Meeting closed at 14:50 GMT

Appendix A: Agenda

Item	Title	Paper
1	Welcome and introduction	
2	Minutes of previous meeting and matters arising	Paper 2
3	Governance appointments <i>Council will be provided with a briefing on governance appointments</i>	Paper 3
4	Board Chair briefing <i>Barry Melancon, IIRC Board Chair, provides a briefing on the deliberations of the IIRC Board</i>	
5	CEO Briefing <i>Charles Tilley, IIRC CEO, provides a briefing on status of IIRC operations and activities</i>	Paper 5
6	International <IR>Framework revision <i>Erik Breen, Chair, <IR> Framework Panel and Lisa French, IIRC Chief Technical Officer, provide an update on the 2020 <IR> Framework revision</i>	Paper 6
7	IIRC collaboration strategy a) White Paper – integrated reporting and integrated thinking: A force for good <i>Charles Tilley and Jonathan Labrey, IIRC Chief Strategy Officer, introduce a white paper which positions integrated reporting principles and concepts as the essential building blocks of a new corporate reporting system</i> b) Partnership and collaboration to deliver our shared goals <i>We will outline the next steps in advancing the role of integrated reporting in the corporate reporting system building on the IIRC’s work with other framework providers and standard setters in the reporting landscape</i>	Paper 7
8	AOB	
	Chair’s closing statement	
	Close	

Appendix B: Attendance**Present: Members/alternates**

Name	Representing	Notes	
Conor	Kehoe	IIRC	Chair of Council
Peter	Bakker	World Business Council for Sustainable Development	Co-Deputy Chairs of the Council
John	Stanhope	IIRC	Co-Deputy Chairs of the Council
Vania	Borgerth	IBGC	
Jonathan	Bravo	IOSCO	Representing Paul Andrews
Koushik	Chatterjee	Tata Steel Limited	
Mahendra	Chouhan	Asian Centre for Corporate Governance & Sustainability	
Susan	Cote-Freeman	Transparency International	
Kevin	Dancey	International Federation of Accountants (IFAC)	
Henry	Daubeney	PwC	Representing Robert Moritz
Jean-Charles	de Lasteyrie	French Interest	
Carmine	Di Sibio	EY	
Nicholas	Diss	CPA Australia	
Henning	Draeger	BDO International	Representing Keith Farlinger
Michelle	Edkins	BlackRock	
Jessica	Fries	Accounting for Sustainability	
Zachary	Gast	International Accounting Standards Board	Representing Hans Hoogervorst
Michael	Gebbert	Energie BadenWürttemberg AG	Representing Thomas Kusterer
PETER	GLEASON	Global Network of Director Institutes	
Simon	Grant	Chartered Accountants Australia and New Zealand	
Steven	Gunders	SASB	
Andrew	Harding	Association of International Certified Professional Accountants	
Eric	Hespenheide	GRI	Representing GRI
Nihar	Jambusaria	The Institute of Chartered Accountants of India	Representing Atul Kumar Gutpa
Patrick	Kabuya	Africa Integrated Reporting Committee	
Lila	Karbassi	United Nations Global Compact	
Mervyn	King	Chair Emeritus	
Frank	Klein	European Federation of Financial Analysts Societies	
Jim	Knafo	Global Accounting Alliance	
Mikkel	Larsen	DBS Bank	Representing Sok Hui Chung
Anne	Molyneux	ICGN	
Brad	Monterio	Institute of Management Accountants	
Jonathan	Morris	Business for Social Responsibility	Representing Dustan Allison-Hope
Sandra	Peters	CFA Institute	
David	Pitt-Watson	UN Environment Programme Finance Initiative	
Veronica	Poole	Deloitte LLP	
Fiona	Reynolds	PRI Association	
Leigh	Roberts	Integrated Reporting Committee of South Africa	
Rick	Samans	CDSB/WEF	
Milton	Segal	SAICA	Representing Freeman Nomvalo
Paul	Simpson	CDP	
Nigel	Sleigh-Johnson	ICAEW	Representing Michael Izza
Charles-Antoine	St-Jean	CPA Canada	
Susanne	Stormer	Novo Nordisk	
Mike	Suffield	ACCA	
Takayuki	Sumita	WICI	
Masahiko	Tezuka	Japanese Institute of Certified Public Accountants	
Bill	Thomas	KPMG International	

Present: Council Observer

Name		Organization
Stefano	Zambon	OIBR Foundation

Present: Ambassadors

Name		Organization
Paul	Chan	Malaysian Alliance of Corporate Directors / IIRC Ambassador

Present: Guests

Name		Organization
Tashia	Batstone	CPA Canada
Pietro	Bertazzi	CDP
Erik	Breen	Chair of the <IR> Framework Panel
Juan	Costa Climent	EY
Colin	Fleming	Deloitte LLP
Stathis	Gould	International Federation of Accountants (IFAC)
Sarah	Grey	PwC
Janine	Guillot	SASB
Mark	Hucklesby	Grant Thornton International Ltd
Merran	Kelsall	CPA Australia
Vijay	Kumar	The Institute of Chartered Accountants of India
Shari	Littan	Institute of Management Accountants
Ian	Mackintosh	Corporate Reporting Dialogue
Mardi	McBrien	CDSB
Yoichi	Mori	Japanese Institute of Certified Public Accountants
John	Purcell	CPA Australia
Mark	Vaessen	KPMG
Tammy	Wyche	The Institute of Internal Auditors

Present: IIRC Directors

Name		
Jane	Diplock	Chair of Governance and Nominations Committee
Izumi	Kobayashi	IIRC Director
Barry	Melancon	IIRC Board Chair
David	Nussbaum	IIRC Director
Richard	Sexton	IIRC Director
Charles	Tilley	IIRC CEO
Sarah	Williamson	IIRC Director

Present: IIRC Team

Name		
Michael	Bray	IIRC Team
Caroline	Bridges	IIRC Team
Harriet	Coker	IIRC Team
Katharine	Dawson	IIRC Team
Milana	Fomina	IIRC Team
Lisa	French	IIRC Team
Manisha	Jheeta	IIRC Team
Jonathan	Labrey	IIRC Team
Juliet	Markham	IIRC Team
Zara	Maung	IIRC Team
Vicky	McArdle	IIRC Team
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Paul	Andrews	IOSCO
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Yogesh Chander	Deveshwar	CII
Robert	Eccles	Saïd Business School at the University of Oxford
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Hans	Hoogervorst	IASB
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Michael	Izza	ICAEW
Dongsoo	Kim	Korea Productivity Center
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Thomas	Kusterer	EnBW BadenWürttemberg AG
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Robert	Moritz	PwC
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Tim	Sheehy	The Chartered Governance Institute
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