“Rethinking Communication, Space and Identity”

“Within online corporate annual reporting for a globalised world, whose voice is being heard?”

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CONNECTION GLOBALLY FOR FUTURE GENERATIONS

GRI CONTENT INDEX 2013/2014
Consider: Communication as Agency?
(with regard to Burke’s Dramatistic Pentad)

• Do annual reports serve stakeholder / shareholder information & communication needs in the emerging “spaces of collective interests”?

• “...new shareholder paradigm and with it needs to be new way of reporting...Integrated reports offer a fresh start”

• Agency v Voice?

Leuner J.(March-April, 2012) Communication World
• Our vision is of a world where people have a say in the decisions that have an impact on them, and where organisations act on and are transparent about the issues that matter.

• At the core of our work is the AA1000 Series of Standards based on the principles of:

  • **Inclusivity** - people should have a say in the decisions that impact on them

  • **Materiality** - decision makers should identify and be clear about the issues that matter

  • **Responsiveness** - organizations should be transparent about their actions
INTEGRATED REPORTING

Michael Bierhahn, GRI’s Chief Executive: “As a strong supporter of integrated reporting, GRI is working to bridge the gap between the value of integrated thinking for executives and the reality of sustainability and financial reporting practice for organizations.”

CONTRIBUTING TO THE DEVELOPMENT OF INTEGRATED REPORTING

GRI is supportive of integrated reporting as it develops as an important and necessary innovation of corporate reporting.

GRI advocates for the inclusion of robust sustainability metrics (based on a multi-stakeholder approach) to integrated reporting, in support of its overall vision of a sustainable global economy.

As a pioneer in the development of sustainability reporting over the last two decades and the global standard setter for sustainability disclosures, GRI believes it has a central role to play and a duty to collaborate actively in the further development of integrated reporting.

GRI believes that integrated reporting which incorporates material sustainability information equally alongside financial information provides reporting organizations with a broad perspective on risk.

Thousands of organizations around the world use the GRI standards to disclose sustainability information, and some are currently experimenting with integrated reporting. To further the development of integrated reporting and actively participate in its evolution, GRI is convening a Corporate Leadership Group on integrated reporting with a group of its Organizational Stakeholders and other companies engaging in sustainability reporting and integrated reporting.

In its efforts to contribute, GRI actively promotes dialogue around integrated reporting...
The project

• Rationale: *Rethinking Communication, Space and Identity*

• R Q: “Within online corporate annual reporting for a globalised world, whose **voice** is being heard?”

• Approach:
  
  **Communication as Agency or Voice?**

  Within Non-financial reporting/Integrated reporting

• **Content analysis**: NZ Post Group Annual Reports
Towards Integrated Reporting (IIR)
or

**Communicating value in 21C?**

An integrated report is a concise communication about how an organization’s strategy, governance, performance and prospects, in the context of its external environment, lead to the creation of value in the short, medium and long term.

[www.theiirc.org](http://www.theiirc.org)
http://integratedreporting.org/resource/international-ir-framework/
Role of GRI Reports & International Integrated Reports (IIR) – VOICE?
Welcome to the IIRC’s new website, the home of Integrated Reporting.

Enhancing the way organizations think, plan and report the story of their performance.

Companies are using <IR> to communicate a clear, concise, integrated story of how all of their resources are creating value. <IR> is helping companies to think holistically about their strategy and plans, make informed decisions, and manage key risks to build investor and stakeholder confidence and improve performance. It is shaped by a diverse coalition including companies, investors and analysts to drive a global evolution in corporate reporting.

Join the <IR> movement.

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**Integrated Reporting Resources**

- International <IR> Framework
- Integrated Reporting Examples Database
- <IR> Yearbook 2014
### Purpose of standard or framework through the lens of IR

<table>
<thead>
<tr>
<th>Framework</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>General IR Framework</td>
<td>Help organizations explain to providers of financial capital how they create value over time</td>
</tr>
<tr>
<td>Information Requests</td>
<td>Use the power of information disclosure to drive organizations to measure, manage and reduce their impact on the environment and build resilience, while providing high quality information to the market</td>
</tr>
<tr>
<td>Framework for reporting material information and financial</td>
<td>Help organizations prepare and present environmental information in mainstream reports, to provide consistent, comparable and clear decision-useful information for investors</td>
</tr>
<tr>
<td>Accounting Standards</td>
<td>Establish and improve standards of financial accounting and reporting that foster financial reporting by nongovernmental entities to provide decision-useful information to investors and other users of financial reports</td>
</tr>
<tr>
<td>Sustainability Reporting and G4 Sector</td>
<td>Enabling all organizations – regardless of size, sector or location – to report the sustainability information that matters</td>
</tr>
</tbody>
</table>
## Content of standard or framework through the lens of IR

<table>
<thead>
<tr>
<th>Organisational overview and external environment</th>
<th>Governance</th>
<th>Business model</th>
<th>Risks and opportunities</th>
<th>Strategy and resource allocation</th>
<th>Performance</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Content Level" /></td>
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</table>
Influence of CSR Ratings?

- **Comparability**
  Comparability is of great value to the reader. Using globally acknowledged reporting frameworks such as GRI (Global Reporting Initiative) or IR (Integrated Reporting) makes the information more valuable to the reader as it allows to objectively comparing the CSR and sustainability performance of companies. This in turn gives the reader the opportunity to make fact-based and better-informed decisions, for example when it comes to ethical investments. A report based on a framework allows an easy and fast access to all important company information in the field of CSR and sustainability.

- **Transparency**
  General transparency has certainly increased thanks to awareness-raising reporting initiatives like GRI and IR. However, there are still many companies only reporting on particular indicators. Only a full disclosure of all relevant GRI indicators makes a report more comprehensible and credible. Additionally, external assurance gives company information more reliability and significantly underlines the credibility of the report.
WEBRANKING BY COMPREND

Voice ??

FT EUROPE 500 COMPANIES

TRANSPARENCY STRESS TEST

In a challenging and competitive
SABMiller announces carbon and water reductions in 2015 SD Report
The report sets out progress against the company's ambitious 2020 SD targets.
Read more

23/06/2015
NBAD publishes its 2014 Corporate Sustainability Report
The report covers the bank's progress during the 2014 calendar year.
Read more

22/06/2015
SingTel Group publishes its Group Sustainability Report 2015
The report covers the sustainability strategies, initiatives and performance of group's operations in Singapore and Australia.
Read more
THE RISE OF SOCIAL MEDIA

Use of main social networks for CR and non-CR purposes

- LinkedIn
- Facebook
- Twitter
- YouTube

Increase in the use of LinkedIn

Social media: a legitimate engagement channel

1 in 3 engage with companies via LinkedIn

Top 10
How we can help you in corporate responsibility

Materiality, transparency and dialogue underpin success and failure in corporate responsibility.

These cross-cutting aspects hold true whenever companies and stakeholders come into contact over environmental, social and governance issues: reporting, communications and engagement. They have been part of our user-centric, digital-first approach for years.

GET DIGITAL
- Architecture for online reporting & communications
- Website strategy, structure & content
- Social media for stakeholder engagement

GET BETTER
- External perceptions
- Materiality analysis
- Content development & messaging
- Content production & revision (report & website)

GET STARTED
- Starter kit & “Report Zero”
- Internal interviews
- Sustainability context
- Business case for corporate responsibility

GET YOUR MESSAGE ACROSS
- Messaging and content development
- Textual, visual and video storytelling
- Communication plans for investors & media
Case: NZ Post Group

http://www.nzpost.co.nz/
"It's an accountability document, not a marketing document"

Mark Yeoman, CA, CFO NZ Post

( Business Journal Dec 2013)

“it provides a way to really talk about the non-financial dimensions of the business...not only terms of accountability ...explaining our strategies for managing them “

...(ibid)
The Six Capitals

...what they mean for the New Zealand Post Group:

**Our People**  *Human Capital*

The composition of our people, their skills, engagement and how we are developing them

**Our Environment**  *Natural Capital*

How we have used natural resources to carry out our business

**Our Relationships**  *Social & Relationship Capital*

The relationships we have, and how we have added value to those stakeholders

**Our Networks**  *Manufactured Capital*

The physical assets we hold that combine to create our nationwide network

**Our Finances**  *Financial Capital*

The pool of funds available to us, and where it comes from

**Our Expertise**  *Intellectual Capital*

Our knowledge, skills and special abilities, and how we have developed these sources

NZPost Annual Review 2013
Conclusions

Communication as Voice / AGENCY?

- Online communication reporting .....increasing (ie content and formats)
- Impact / influence of external benchmarking
  ( eg GRI / IIR / Ratings / Alerts )

Clearly show....
Move from:
role & impact of shareholders

to

role & impact of stakeholder VOICES?

...........in a globalised world