SUMMARY REPORT

3RD ANNUAL CONFERENCE OF THE REPORTING 3.0 PLATFORM ON THE FUTURE OF REPORTING

Tipping Points in the Reporting Transition

12TH & 13TH NOVEMBER 2015

Microsoft Accelerator, Berlin
INTRODUCTION

This year’s conference gathered about 130 participants – speakers and reporting, accounting and IT experts – interested in developing the next generation of reporting, accounting and data support, geared towards supporting the emergence of a green & inclusive economy, and overcoming current gaps in all three areas. Keynotes speeches, enhancing plenary discussions and a set of 9 sessions, clustered into the themes of the future of ‘reporting, accounting and data’ were looked at from three activation streams, namely, ‘elaboration, collaboration and acceleration’. This report is a chronological summary of the most relevant aspects and outcomes of the conference, following the preparatory Convetit-based Thinktank carried out 2 months before the conference.
OVERVIEW OF REPORTING 3.0 CONFERENCE MATERIALS

The Reporting 3.0 Platform organized its third annual conference about the future of reporting on November 12/13 at the Microsoft Accelerator in Berlin. The complete documentation about the conference consists of three major parts:

1. A virtual ThinkTank that the Reporting 3.0 Platform organized from September 6th to 11th, using the asynchronous dialog platform Convetit. This ThinkTank was held in order to prepare and deepen insights on the main conference themes, discussion points and areas of specific focus. Please find an Infographic on the outcomes of this ThinkTank and the complete discussion threads about the purpose of reporting and gaps of reporting, accounting and data support at Reporting 3.0 ThinkTank.

2. The conference website carries the full program (also the pdf conference program brochure), all speaker profiles, photos from the conference as well as all presentations that were held at the conference in pdf-format. A short film about the conference can also be found there. The website also informs about all sponsors of the conference. Finally, the website carries information of earlier events the Reporting 3.0 Platform organized. The website can be reached at www.reporting3.org.

3. This conference report, aiming at a high level concise summary of the main messages and outcomes of the keynote speeches, plenaries and sessions. This concise summary carries hyperlinks to the presentations on the website to allow for quick access to the respective decks. The report finishes with a glance into the next steps the Reporting 3.0 Platform will undertake to become a non-profit entity in 2016.
GETTING STARTED

“How can I better engage and contribute to innovating the next generation of sustainability and integrated reporting, accounting and data support?”

This was the question on everyone’s mind at the 3rd Annual Conference of the Reporting 3.0 Platform that took place in Berlin on the 12th & 13th of November 2015.

While our society is struggling to develop a new economic model that allows wellbeing, peace and growth in a world of increasingly constrained resources, the sustainability community struggles with their own contribution to this agenda. In its current form, sustainability is reduced to the rather mechanistic and opportunistic exercise of a dedicated few that still fails – as quite current examples show – to prevent companies from corrupting even the minimum standards in environmental and social behavior, while also struggling to increase engagement with the general public. Conventional stakeholder dialogue is often detached from or a patchwork of the needs of relevant interest groups, seen the urgency of current problems humanity faces. Accountants are struggling to develop or still ignore new rules to support a circular or sharing economy, and data is being produced and analysed more and more outside of corporate walls, increasing societal scrutiny and putting corporations on the defensive. This is where the Reporting 3.0 Conference discussion started, pulling ‘crowd wisdom’ from experts in various areas together to develop a vision about a ‘Green & Inclusive Economy’ in which reporting, accounting and data management have a facilitative role to play.
After a welcome note by Sebastian Straube, co-initiator and facilitator of the Reporting 3.0 Platform, highlighting the importance of the EU directive on non-financial information disclosure, the Sustainable Development Goals, the UN Climate talks and the digitalization of World’s Economies, Ralph Thurm, co-initiator and content curator of the Reporting 3.0 Platform, kicked off the conference and took over the role as main facilitator. He reminded conference participants of the various maturities that are visible in corporate approaches to sustainability and that the majority of companies are still far away of having an idea when they could truly call themselves ‘a sustainable company’. On the other hand there are good examples of companies that share an ambition of becoming ‘net positive’, ‘regenerative’ or ‘thriving’, leading the way into the discussion of how to connect to an economic model suitable for a green & inclusive economy. Ralph finalized his introductions by showing that these ambition levels would have serious consequences on how companies would report on their efforts, mainly in the areas of their ‘purpose’ and connectedness to a changing new economic model or capitalism; with regard to measuring ‘success’ in a multi-capital accounting scheme aiming at ‘True Future Value’, and finally regarding ‘scalability’ of their products, services, processes and advocacy to have a ‘Thrivable Impact’. This triangular model would support ‘integral thinking’ and ‘true materiality’ and guides participants to understand shortcomings in current approaches as well as place new requirements and examples into context.

THE STRATEGY CONTINUUM

<table>
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<tr>
<th>Suffering</th>
<th>Improving</th>
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<tr>
<td>Desire</td>
<td>Survive!</td>
<td>Comply!</td>
<td>Repair!</td>
<td>Recalibrate! Thrive!</td>
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<td>Define</td>
<td>Continue to live or exist, especially in spite of danger or hardship</td>
<td>Experiment with ways to improve CSR performance</td>
<td>Asystem that maintains its own viability by using techniques that allow for continual reuse</td>
<td>Achieving new balance by optimizing performance within broader ecological and social systems</td>
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<td>Respose</td>
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<td>Focus</td>
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<td>Incremental improvements without limits and demand on social and environmental resources</td>
<td>Mitigate damage, sacrifice, austerity, obligation, externalities</td>
<td>Network structure of complex flow systems. Natural &amp; Human Eco-system mapping</td>
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INTEGRAL REPORTING, ACCOUNTING, DATA
REPORTING WORKSTREAM

KEYNOTE AND PLENARY

John Fullerton from the Capital Institute delivered his ideas about ‘Regenerative Capitalism’, based on 8 principles and recommendations about differentiated growth, recommendations about regenerative finance, and how the firm becomes a part of the ‘whole under management’.

The Capital Institute’s White Paper ‘Regenerative Capitalism – How Universal Principles And Patterns Will Shape Our New Economy’ that compiles many years of John’s thinking after leaving J.P. Morgan reveals a very personal touch of his thinking, starting with challenging unanswered assumptions of the existing capitalist system (exponential growth on a finite planet; markets will solve problems if we enhance transparency and get prices right; the firm is the right unit of analysis). He furthermore questioned the existing financial market assumptions (what are compound returns on a finite planet? What is relationship between stock of financial capital to stock of natural capital?). These unanswered assumptions and questions form the basis of a redesign toward a ‘regenerative capitalism’, as said grounded in 8 generic principles (see John’s slides), and building a healthy system, including the renewal of the finance system’s role. This would include real investment bridging into a new economy, no responsibility without ownership, no success without business. John finished revisiting the three assumptions he started his presentation with and re-iterated that we need differentiated growth, stated that transparency and right prices are necessary, but insufficient for regenerative capitalism to work, and that we need to look at the firm just as a mere part of the ‘whole under management’.

Mirroring Ralph’s triangular requirements for integral thinking and true materiality in reporting mentioned above, John’s talk confirmed the need for a closer connection of the firm as a part of the ‘whole under management’ (purpose, connectedness), a broader definition of success (stock value deriving from all assets used and accounted for, deriving to true future value); and the need for scalability for defining the size of the (regenerative) impacts possible under a new financial market regime with real investments bridging into a new economy. John’s talk also confirmed the need to shift from a reductionist to integral thinking, a point Ralph’s introduction took as the basis and John’s principles of regenerative capitalism apply that consciousness level. As John said: ‘Our belief system decides what we can see’

This paved the way for Dr. Allen White, co-founder of the Global Reporting Initiative (GRI) and founder of the Global Initiative for Sustainability Ratings (GISR), describing the journey from Reporting 1.0 to 2.0 to 3.0 in three different ways: from extraordinary to exceptional to expected; from information to intelligence to insights; and from fragmented to comprehensive to holistic. Reporting 3.0 in consequence needs to better describe the ‘character’ of an organisation, linking systemic risk closer to corporate risk, delivering resilience and robustness in a multi-capital framework, and allowing a more holistic view of the firm.
Elisa Tonda of UNEP echoed some of the needs for change in reporting through the official launch of their newest report ‘Raising The Bar’, looking at advancing sustainability disclosure, and focusing future emphasis on sustainability context, standardization in assurance and collaborative reporting across value chains. This is needed for supporting a new economic model including aspects of sharing, circularity, collaboration, solidarity, resilience, opportunity and interdependence. UNEP is ready to support this agenda through its policy choices for transformative change. Elisa Tonda also reminded the audience for the need to disclose as per SDG 12, Target 12.6, in the areas of responsible production and consumption, including the need for improvements as mentioned above.

Dr. Hampus Adamsson from ICMA rounded up the plenary discussion with showing research published in 2015 about the level of completeness in GHG Disclosure, showing a considerable lack. In their research pool only 9% of all companies had a complete set of data available. While these results deem complete irrelevance for the financial markets, the research continued to show a differentiation:
• In environmentally sensitive industries, reporting itself does not lead to Alpha but high quality reporting (i.e., type, scope & extent) does;
• In environmentally insensitive industries, reporting itself leads to Alpha, probably due to it being a signal of good quality management.
### Round 1

**Reporting to serve a sustainable new economic model**

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<th>A: ELABORATE</th>
<th>B: COLLABORATE</th>
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<td>B1: Collaborative efforts that shape existing and future reporting requirements</td>
<td>C1: How to use technology to drive integrated thinking</td>
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- **UNEP**
  - Elisa Tonda, UNEP DTIE
  - Richard Marsh, BT
  - Maarten de Vuyst, Oxfam
  - Ole Buhl, ATP
  - **Moderator:** Bill Baue, UNEP

- **AIRPORT MUNICH**
  - Vera Stelkens, Airport Munich
  - Nelmara Arbex, GRI
  - Rodney Irwin, WBCSD
  - **Moderator:** Sebastian Straube, Reporting 3.0

- **TAGETIK**
  - Marco van Kooij, Tagetik
  - Jyoti Banerjee, IIRC
  - Massimo Romano, Generali
  - **Moderator:** Olivier Servais, IIRC

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The ‘ELABORATE’ session continued to focus on the UNEP Report ‘Raising The Bar’. Elisa Tonda of UNEP presented the insights on the report in more depth, emphasising the need for:

- **Context-based reporting**: allocating fair share impacts on common resources within the thresholds of their carrying capacities;
- **Collaborative reporting**: upstream with suppliers; downstream with stakeholders; within the sector, along the value chain;
- **Third party assurance**: requirements of assurance according to a unique globally valid standard.

Her views were echoed by Ole Buhl from ATP (Europe’s third largest pension provider), Richard Marsh from BT and Maarten de Vuyst from Oxfam Novib. All speakers gave examples about the use of reported information for their specific purposes, including investment decisions (ATP: need for thresholds, need for long-term perspective), corporate use (BT: measuring of a fair share as contribution to sustainability impacts, strategic decisions for e.g. acquisitions or divestments, value added and GDP contribution, or net positive goal-setting), or activist use (Oxfam: [www.fairfinanceguide.org](http://www.fairfinanceguide.org) or [www.behindthebrands.org](http://www.behindthebrands.org)).

The following discussion also covered questions about the need for the SDGs to become implementable on corporate level through clear indicators (allowing a minimal threshold and mid-term context), the increase of trust through standardized assurance, but also collaboration; also transparency in value chains and the need for collaboration there as well as the use of more data technology was discussed as there isn’t enough time to just wait for more compliance.
The ‘COLLABORATE’ session covered various contributions from Munich Airport, GRI and the WBCSD, aiming at showing the need for further collaboration to advance the quality of reporting. Vera Stelkens from Munich Airport explained the collaborative efforts taken for their integrated reporting approach. She emphasized the great value of collaboration for their strategic sustainability and reporting progress, in particular the link to innovation and co-creation of new solutions with Munich Airport’s stakeholders. However questions about the right format, standards to use and the constant quest for good collaborators remain.

Nelmara Arbex from GRI presented the GRI Reporting 2025 project, the Corporate Leadership Group approach and joint initiatives of the GRI Standard Development Group as their formats of how to evolve in reporting. The research on Reporting 2025 suggest that there will be several contextual trends and around a dozen sustainability challenges that will influence decision-making in the next decade. On the content side features that will matter are e.g. demonstration of strategic commitment to achieve society’s sustainable goals; showcasing that you know your supply chain; integration of results/impacts/goals; use of the concept of values/capitals (financial, social, environmental, intellectual, manufacturing); focus on concrete efforts to tackle real issues and challenges faced. Regarding reporting formats features are e.g. digital; tagged information – XBRL is only the start; real-time communication and reporting; and use of well-known metrics as much as possible.

Rodney Irwin from the WBCSD reported on the outcomes of ‘Reporting Matters’, the 3rd edition of their member’s research on the quality of sustainability reporting. Some of the key findings are:

1. 62% of companies have improved their score in the benchmark compared to the baseline year 2013; 36% of companies have improved their materiality disclosures;

2. An increasing number of companies report on impacts beyond their direct operations;

3. The time lag between the end of the reporting year and the publication dates of reports is declining, with financial and non-financial cycles becoming more aligned;

4. The GRI guidelines are still the most widely used, with 59% of reporters in our research using the G4 guidelines (2014: 25%);

5. 26% of companies in the research combined their financial and non-financial reporting into annual reports or self-declared integrated reports. This represent an increase compared to the 2013 baseline year (2013: 20%). Nearly half of those 26% refer to the International Integrated Reporting Framework.

The discussion also tackled some existing problems of reporting, including e.g. the notion that reports are not being read, not even investors want to read the reports; many decisions are not made based on rational and objective information. The report information is furthermore not used in the decision-making process; there is a real proliferation of new standards and new frameworks, the level of activity is hardly bearable for any corporate report preparer. Another problem: sometimes reports cannot be found even if somebody wants to read them! It became clear that further collaboration, convergence of standards and the use of information technology need to be combined, supporting what the conference also intended to show.
The session on ‘ACCELERATION’ was focusing on the use of information technology for the increase of integrated thinking, as proclaimed by the IIRC. The session featured contributions from Jyoti Banerjee (IIRC), Massimo Romano (Generali) and Marko van der Kooij (Tagetik), all working as partners in IIRC’s Technology Initiative, aiming at discussing the following aspects:

Why?  The case for using technology to drive integrated thinking and reporting

How?  IT architectures that facilitate next-generation business practices

What?  The scope of information, the stakeholders and the technology

When?  The practical steps in adopting new technology

Jyoti Banerjee explained that technology enables the evolutionize from manual reporting to a holistic, whole set of data using reporting to cover short- to long-term and respecting the six capitals. It helps to compress information and to have it in one place. It embraces the whole spectrum from operations (e.g. collecting information related to multiple capitals, converting information across multiple formats) to controls (e.g. integrating data, audit trails) to strategy (e.g. how to create a strategy and what dependencies on six capitals do exist?). In addition technology supports report content (e.g. through making the link to value creation, peer comparisons, tracking an organization’s impact) and communication (e.g. the connectivity of information, layout efficiency, conciseness and reporting on capitals, business model and impacts).

Massimo Romano from Generali, a corporate partner in the Technology Initiative, was describing their 3 principles to reduce data: Re-think, Re-cycle, Re-use in order to produce less, but focused and relevant information, with a single and better information collection. This would help better collaboration between regulators, analysts and investors and makes information clear and concentrated (relevant). It would also help to create more than a report, but a story of value creation. Furthermore integrated thinking through better data management is improving professional and personal life of accountants (working at one table with IR and PR).

Tagetik’s Marko van der Kooij sees a need to match Integrated Reporting (e.g. a value creation assessment, internal engagement, strategy planning and management) with internal capabilities, e.g. tools of engagement and data collection (internal & external) towards an Integrated Reporting platform. This would create an ability to share internal reporting experience with stakeholders by e.g. connecting web portals & social media (collaboration). Decision-making has to be based on an entire picture or a system with multifunctional processes where IT and data is a key driver of reporting. This influences for example a materiality assessment as ICT bridges the gap between requirements and internal capabilities. Because of the huge amount of data integrated thinking needs to be linked to an integrated IT-System (evolution from MS Office tools to embedded and integrated Enterprise Process Management Sytems).
In summary the discussion about the future of reporting with the help of technology cohered around the following: The future of reporting is more interactive with less hard copies; is less often (no yearly or quarterly reports), although regular reporting is having a greater impact on management’s behavior; is a new way to tell „the story of a company” beyond financials; online reporting makes physical copies disappear, real-time reports offer more opportunity; leadership is needed to have more trust, better contribution and collaboration.

Hence, the role of technology is to help to collect, sort, validate, and assess data in order to generate more reliable sustainability reports. With respect to the huge amount of data (we only see the top oft the iceberg), data management is essential to make use of data, collaborate and handle reporting, so an integrated process management helps to handle the reporting. The re-use of information reduces the information flood, makes reporting more transparent and understandable and scaling down the size of reports dramatically. Most important is to grasp the short-, mid- and long-term impacts of all six capitals that integrated reporting provides the solution for through recommending it in its framework.
ACCOUNTING WORKSTREAM

KEYNOTE AND PLENARY

Claudine Blamey from The Crown Estate spoke about ‘Total Contribution’, a way for companies to embrace six capitals and monetise them to deliver a holistic perspective of performance, including ‘depreciation and appreciation’ as well as ‘value added’ and ‘value destroyed’. Their integrated report presents their performance, and the organisation has incorporated 64 indicators that are fully supported by their finance director and finance controller and endorsed by their CEO. The Crown Estate’s approach also framed discussions about the details of net positive strategies and how ‘ThriveAbility’, a three dimensional methodology that captures the future readiness based on the capability of an organisation to close the sustainability context gap, the organisational capabilities gap, and the socio-cultural leadership gap, could help solve the problem of the current singular focus on sustainability, while ignoring other system conditions that will allow transformation to happen.

Claudine Blamey highlighted several other companies following similar paths (Kingfisher, Unilever, Whole Foods). As ‘Total Contribution’ highlights non-financial impacts in financial terms it raises questions relevant for business decisions, planning and budgeting. Furthermore it also embodies the question what good accounting means and how CFOs and Financial Controllers could be brought on board. The fact that in The Crown Estate the 64 indicators of Total Contribution are now ‘owned’ by the financial department makes it clear that this exception of the rule should indeed be the new normal.

The following plenary discussion looked at various reactions to the new challenge in accounting, making it future-ready for serving a green & inclusive economy. Jyoti Banerjee from the IIRC interpreted the need for a value-based approach through recommending various areas for integrations, avoiding silos of reporting activities, with the aim to focus on how an organization creates and destroys values, before looking at any metrics.

<table>
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<tr>
<th>Lateral integration</th>
<th>Six different capitals, including financial / manufactured / human / natural / social and relational / intellectual</th>
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<tr>
<td>Temporal integration</td>
<td>Short-term / medium-term / long-term</td>
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<tr>
<td>Materiality determination</td>
<td>Which elements of value creation are important and to whom?</td>
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<td>Vertical integration</td>
<td>How does your supply chain and partnerships create (or destroy) value?</td>
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<td>Connectivity</td>
<td>How does value created in one part of the company impact value creation elsewhere?</td>
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Nelmara Arbex from GRI reminded participants of the newly defined vision of GRI: a future where sustainability is integral to every organization’s decision-making process. Sustainability information must be ‘unlocked’, as for this information to truly empower sustainable decisions in every organization, it must be more accessible, comparable and available in real-time. An accounting system that is future-ready therefore needs to cater links to scientific goals, go deep into supply chain impact measurement, allows calculation of such impacts, integrates the valuation of capitals focuses on concrete measures.

Wim Bartels of KPMG showed the 3-step methodology to ‘True Value’ by connecting it to future earnings. Assessing the company’s true earnings by identifying and quantifying its material externalities is followed by understanding the future earnings at risk by analyzing exposure to the forces of such internalization. This helps to create corporate and societal value through business cases that capture value, create opportunities and reduces risk. Wim used the example of Holcim Global and mentioned Ambuja Cement (a subsidiary of Holcim), now part of Holcim-Lafarge, where this methodology was successfully tested.

The question of how to reach accountants to align with the new realities of True Value creation, Total Contribution, and more approaches (see session section) was discussed in the last part of the plenary. There was the question how to best speak the language of accountants, whereas there was a clear counterview that accountants need to start to understand the language of a changing economic paradigm and towards multi-capital and science-based success measurement. Claudine Blamey shared the view that giving accountants ownership over sustainability indicators has helped in The Crown Estate, but needed strong leadership to make that transition. She reported that the Prince of Wales through his Accounting for Sustainability Initiative (A4S, also instigator of Integrated Reporting through IIRC) has now invited CFOs and Financial Controllers to ‘get their act together’ with regard to homework accountants need to do.
The ‘ELABORATE’ session dug deeper into the question about the six capitals contribution to future-ready accounting. Five different perspectives were presented on accounting for the six capitals:

- integrated reporting and its model of the six capitals (Jyoti Banerjee);
- the Future-Fit Business-Benchmark, based on 21 scientifically based goals that would make companies sustainable (Bob Willard);
- the Multi-Capital Scorecard Model (MCS), which addresses economic alongside environmental and social factors that measure a company’s performance comprehensively in context of the planetary boundaries and social foundations (Mark McElroy);
- natural and social capital protocols and the desired move to GASP – Generally Accepted Sustainability Principles (Rodney Irwin);
- the True Value methodology to assess a company’s true earnings when the financial profit or loss is adjusted for the benefits or losses of economic, environmental and social factors - as the basis for decision making (Wim Bartels).

Can accountants save the world? In general all participants were in agreement that accountants should play a role. However the discussion then changed towards the question about accountant versus accounting, i.e. whether we should take the internal perspective of management accounting or the external perspective of integrated reporting. It was argued that these are two sides of the same coin and that integrated reporting implicitly also relates to management accounting in context of integrated thinking. There was a consensus that regulation would be an urgent next step, to move towards the ultimate goal of comprehensive accounting – leaving it to the various initiatives would take too long.
Accountants have a duty of care in this movement and should bring their expertise and power to progress the accounting movement. To that it was added that companies also have to operate on this principle of a duty of care in addition to the fiduciary duty. It was suggested to incorporate this into regulation. Finally it was suggested to go above the level of companies as the unit of measure and also redefine measures of progress at country level – i.e. the GDP.

The ‘COLLABORATION’ session went deeper on the concept of net positive strategies and their accounting consequences. Bill Baue kicked off by going into some of the outcomes of the e-book ‘Hairshirts, Rattlesnakes And Shoelaces: Toward a Net Positive Movement’ that he wrote with Ralph Thurm, content curator of the Reporting 3.0 Platform, based on a Convetit virtual one-week virtual dialog. He touched base on a set of discussions around the definition of net positive, aspects of science- and context-based net positivity, trade-offs, the power of “positive” framing, transformation potential of net positive, and how to build a net positive movement.

Claudine Blamey set forth the technicalities behind the ‘Total Contribution’ approach. The Crown Estate differentiates between ‘Resource’ capitals (financial, physical, natural) and ‘Relationship’ capitals (people, know-how, networks), and looks at direct, indirect and enabled impacts. The aim is to better understand intangibles and how to build company resilience.

Richard Marsh from BT explained their approach to ‘Net Good’ and their 3:1 promise on carbon reduction, in which 3 is the abatement potential for customers and 1 is the carbon impact of BT’s business. He explained the activation support through BT’s ‘Better Supplier Forum’. At this moment products and services included in portfolio are up to 20 from 9 since launch, the abatement ration of 1.5:1 achieved in May 2015 and the portfolio generated £3.4bn of revenue globally in 2014/15. The future focus is on better metrics, case studies, traceability and auditability of data. Net Good will help customers also in the future, including areas like smart cities, logistics, smart grid, connected homes, smart transport.

Alastair McGregor from Trucost, a pioneer consultancy supporting organizations to identify the monetized impacts of externalization and supporting decision-making through their internalization for decision-making (best example: support of Puma’s e-p/l) is expanding the usability of their knowledge into different tools. Their net benefit valuation framework, enterprise integrated value-added p/l, product optimization and tools like the Water Risk Monetizer (showing risk-adjusted water costs and the potential value at risk) are some of the tools Alastair showed.

The following discussion had a broad span about use of net positive language, starting with a bottom-up versus a top-down approach implementing net positive, up to the design of a green & inclusive economy in which net positive approaches are a step towards resilience. There was a clear notion that trade-offs shouldn’t lead to a new quality of greenwashing either. The session ended with a discussion about the needed economic system boundary conditions for promoting net positive and gross positive and the remark that it will be difficult to proceed as long as all growth is debt-fueled. On a final note, the panelists and audience questioned whether the term “reporting” will continue to encompass the practice, or if new terminology will need to emerge to capture the dynamic between communication and company performance / impacts.
The ‘ACCELERATION’ session looked at existing databases, hubs and applications for the support of a new age in accountability. Martin Wilderer from EQi gave an introduction into the session theme by asking how data can improve efficiency in sustainability? Sustainability is not a goal in itself, it is an output of good management and good leadership. As supply chains are getting longer, the amount of information is increasing and getting increasingly complex. Technology provides opportunities to find correlations and to find what fits for business. The power of data allows us to create pictures and create visibility of what happens. The problem today is that data is available but in different systems and different platforms. The solution is „consolidation” and „detail”. But it is important to identify which information has to be consolidated and what has to be detailed.

Andrew Winston, author of ‘Pivot Goals’ [Remark: no slides], referred to the need for science-based target-setting. 85% oft the 200 biggest companies have sustainability goals while only 50 of them have science-based targets, but there is a growing number of companies joining the trend. Setting important and ambitious goals can affect the company’s approach to the market. At this moment companies are not being held accountable, and it is unclear if there are any repercussions when they do not meet their targets.

Lindsey Clark of eRevalue referred to the power of narrative screening in supporting context and benchmarking opportunities for corporate target-setting and performance measurement. Technology can turn unstructured data into structured insights and can answer questions like ‘How do you identify the most relevant issues?’ or ‘How do companies report?’ Technology can turn data into a story and can give a background to a trend or issue through narrative screening, a technology that has the ability to extract critical information from thousands of documents quickly (30 or so seconds vs. hours of human reading), it also allows telling how important the topic is. Narrative screening also allows connecting gaps between what regulation says and how companies are addressing these issues.

Finally, Cornis van der Lugt presented MaterialityTracker, a hub for materiality trends and standards. He commented that data is not only about quantity, but it is also about quality. Qualitative information completes the quantitative information. He also referred to the issue of thresholds in defining materiality: GRI recommends to apply thresholds for defining materiality, but there are differences between internal and external thresholds at different levels that need to be assessed and taken into account. Also, companies have the data but they often do not make the connection between sustainability and financial issues, especially in integrated reports. The most reported topics from the DJSI24 Industry Group Leaders regarding materiality have been changing in the last years in 2013-2014 the most reported topic was “human resources” in 2014-2015 it has changed to “climate change & energy”. It is important to use these meta data to make decisions and integrate it in the decision-making process.

In summing the session, the amount of information is increasing and getting more complex and in this way technology can help. Technology provides speed, helps to find correlations, gives visibility and provides simplification. It is important the companies use this data provided by the technology and include it in their decision-making process. For accounting these are valuable sources to develop thinking on topics of valuation, allocation, threshold- and target setting, areas in which they can help setting accurate definitions and conventions (as that is basically what accounting represents).
DATA WORKSTREAM

KEYNOTE AND PLENARY

A third discussion stream was related to how big data and the use of IT can have a huge potential to facilitate change but are only being adopted slowly. Dr. Damian Borth from the German Institute of Artificial Intelligence delivered a striking keynote speech on the already existing and still developing enablers of a completely new quality of dialogue, collaboration and performance measurement, including aspects from conventional screening mechanisms up to visual sentiment analysis and ontology. He also highlighted the different technologies enabling a hyper-transparent world and how the democratization of satellite data is helping to quantify the planet.

The application of such technology for uses in sustainability was further enhanced by Shaida Badiee from Open Data Watch, with the focus on how to develop a “smart data” ecosystem which will turn data into impacts and support a new generation of global Sustainable Development Goals. Maja Brisvall from Quantified Planet (QP) made the connection between personal health data and city-related data by showing how data collection from QP sensors in the wells and from the QP community can influence urban development and the responsiveness of cities to sustainability challenges. Marjella Alma from eRevalue expanded the use case of IT and big data analytics for monitoring ESG issues by the application of natural language processing and narrative screening technology and highlighted how technology can help to create objective data and near real-time monitoring for evidence-based insights, helping companies to focus on strategic decisions. Robin Wood of the ThriveAbility Foundation emphasized the need to develop necessary datasets that allow new assessments of the ThriveAbility Index and to support the ThriveAbility potential, decision-making and leveraging the (until now) 2-dimensional ‘Doughnut’ (first published by Kate Raworth from Oxfam) into a 3-dimensional action-oriented activation program.

Comments concluding the plenary stated that it seems that while reporting mainly needs stakeholder engagement, and accounting indeed needs aligned accountants, on the issue on application of data for sustainability there is a need to get corporations and people back on board. Until now there is little scrutiny by outside data through sustainability departments, even more one comment recognized that they actually ignore or fear outside data as relevant since they neither can be trusted nor can they be assured, up to the point of hoping to avoid ‘shitstorms’ in social media. The value of such data, used by interested stakeholders could however mean a completely new quality in the aim to collaborate with stakeholders and offering a remedy to the more and more deteriorating conventional stakeholder dialog process. Additionally new data sources coming from satellites, sensors, tracking devices, machine learning algorithms provide a new stream of data which is enriching the data-ecosystem. It became also clear that in a hyper-transparent world enabled by new technologies, it is even more important to harness this new possibilities for smart decision making in a broader context with a human centred approach.
The ‘ELABORATE’ session continued to deepen the opportunities to develop a ‘global pulse’, a data-driven approach for a new economic system.

Shaida Badiée gave an overview of the Sustainable Development Goals, as well as challenges, opportunities and solutions. The MDGs and Global Goals differ in many ways: the former having a focus on developing world, the basics of life, giving assistance at a time when there was a data lag, while the latter are universal, with a wider focus of social, economic and environmental concerns, investment based in a time of a data revolution. In contrast of the top down MDGs, the global goals are bottom up. The most common words in the Global Goals are sustainable, equality and inclusion. How can one measure and report on these terms? There are 169 targets with around approximately 300 KPIs and indicators. What is the ecosystem needed to digest all the data? A parallel system does not make sense, therefore due to so much information platforms need to be set up to work with all the new data. She introduced Global Data Partnership, which was created to help achieve the SDGs. It supports data-driven decision-making by catalysing more open, new and usable data to help end extreme poverty, combat climate change and ensure a healthy life for all. It has over 75 champions which have made commitments to improve data for the Global Goals. These can all be seen on www.data4sdgs.org/commitments/. The Global Data Partnership Objectives are to support multi-stakeholder data initiatives, contribute to filling data gaps, help develop and build support for international principles and convene thematic local, regional and global data events. The overall goal is defined as for citizens and leaders in every country to have the right data at the right time to achieve the SDGs.
Maja Brisvall from Quantified Planet described the great acceleration of consumption between 1950 and 2010, which was driven by an exponential rate of technology development. QP is a non-profit and a global community for open data and sensor technologies. They connect the personal health with the health of the city with the health of the planet. During her presentation Maja gave examples on how new technologies like health tracking devices, smart watches, smart phones, smart meters in homes, different sorts of sensors and satellite data are providing real-time data. She mentioned that all ecosystems on the planet are interlinked and that integrating the data of the earth systems in real time with the data provided by new technologies can benefit to drive the transformation and change. Maja highlighted that data lives in pockets and there is a standardization issue. QP has chosen three goals as the starting point to connect different data-sets, namely goal 3, 11 and 13. She also highlighted that all goals are connected in a system and that air quality is an indicator that connects people and planet.

Raj Thamotheram from Preventable Surprises commented that asking for disclosure is easy but what if some companies were monitoring more closely. If in the example of BT, employee engagement or sub-contractor fatalities, could disaster have been avoided? There is a disconnect between reports and reality. The six drivers of a preventable surprise can be defined as weak concern for negative externalities, regulatory capture, organisational learning disabilities, and narrow conception of risk, shareholder value fundamentalism and leadership and governance failures. NGOs and corporations are waking up to climate change through science-based targets, 3% reduction and 2-degree Centigrade sensitivity analysis. Regulators are going to take on big industries and will work together to give advice. Disclosure in itself can be a good thing but it can also stimulate inquisitiveness and in turn greediness. Power and politics need to be considered as well as technology.

Dr. Damian Borth from the German Institute for Artificial Intelligence stated that nowadays we have more new iPhones than babies being born per day. Technology is accelerating and using data and artificial intelligence for social good is crucial. Big data is not smart data, and smart data needs to be the focus. Data science and human capital can be used to solve problems at the core of society. It is important to look to the opinions of real people, what people are talking about and how do they feel about it. The real world should be the trigger, which leads to a trending topic for detection. A sentiment analysis for trending topics from multiple media leading to the reputation being incorporated from social network analysis can follow. Forecasting can then predict progression of trending topic.

As a session summary the following points were stated:

• The low income countries need to build up data collection systems so that no country is left behind with platforms to work with all countries systems to handle all the data. Solutions need to be global solutions.
• Real time data need a focus, with standards for good data.
• Forceful stewardship needs to be enforced, meaning investors need to act together to guide decisions.
• Supply and demand of data needs to be connected with a focus on smart data.

The ‘COLLABORATE’ session was inspired by the idea that today more and more data are collected, structured and consumed outside of the corporation than inside, but that there is a need to connect them back to the corporations in useful manners. Various examples of such databases and connectors were presented during this session.
Yaqing Sun from Deloitte exemplified the use of a connector through XBRL. Today’s challenge is to collect and exchange non-financial data, which need to be extracted from paper, different formats and data systems, multiple questionnaires and standards. In order to structure data as well as validate, convert and immediate analytical response XBRL helps tagging and using it for different reporting outputs and standards. This enables and takes care of content and quality, XBRL will translate, format and standardise.

Allen White from GISR explained the Center of Ratings Excellence and the GISR Hub. Due to growth in sustainability ratings, but only incremental change in quality in the last 15 years, there is need for a certain quality control in terms of principles-based accreditation to drive credibility, relevance and uptake in sustainability research and enhancing long-term business performance. To reduce confusion in rating market clarity needs enhancement and transparency needs elevation. GISR provides investors and companies with critical info, benchmarking opportunities for rating agencies. GISR aims for rating excellence and principle-based accreditation through an Accreditation Framework, Labs for improvements in rating, convenings for good practice and learning exchange, and the GISR Hub structure containing a rating agencies directory (about 120 organizations), a product profile section (173 product families with in total more than 410 rating products), a registry for additional accreditation-relevant information, and an overview over accredited rating products (2016).

Johnny West from Open Oil is aiming at influencing the oil & gas market with relevant open data. Data sources in the oil industry are various, ranging from affiliate structures, CSR reports, feasibility studies, geo data, etc.. On certain companies there are over a million public facing files. These can be used for instance to visualize BP’s incorporations (interesting for Greenpeace and BP itself), for financial modelling in public domain, using satellite pictures and geo data to zoom in, i.e. identifying water reserves offsite from delegated mining sites. In the future published and public data as well as (computational) intelligence create even more possibilities by facilitating semi-automated information processing (like word count, etc.) to get a lot of more insights of what is actually the state-of-play in certain industries, allowing various stakeholder groups to become a much better informed partner in dialogues and collaborations.

Vishal Kapadia talked about Wikirate, starting off from the question about how to measure corporate progress in becoming more sustainable? And how get citizens and stakeholders involved? Wikirate is a rating system that integrates all data and making different metrics available to enable stakeholders and citizens to aggregate and compare information. It also pushes companies to publish more, missing information and to have a transparency score. The problem of scattered and silo qualitative and quantitative data is tackled by gathering the most and best possible information there is on one platform, which is in case of qualitative data interpreted by users (wiki-approach) and in case of quantitative data rated through available ratings and users.
As a summary of this session the following points became evident:

- Growing amount of data is far from being used to its potential, a lot of value is untouched, the critical data assessment capabilities through citizens and stakeholders not only helps to capture the value but is crucial to create public pressure and awareness of missing information, which creates a more transparent and sensible dialog opportunity.

- Structured data as in digital reporting eases the reporting and at the same time enables a more precise, flexible and validated way to share information across entities, standards and formats.

- Open data is growing and needs structuring, although closed data (not accessible by public) is far bigger and often still more interesting.

The ‘ACCELERATE’ session showcased the work of the ThriveAbility Foundation, and how this ties into the work of John Fullerton on Regenerative Capitalism (the macro-part of the challenge) and The Crown Estate’s Total Contribution (as a micro-approach to the challenge) and the need for datasets to bring together macro, meso and micro data, supporting the idea of a global pulse.
Robin Wood from the ThriveAbility Foundation demonstrated the idea of designing a multi-capital operating system for a regenerative inclusive economy. Companies, while focusing mainly on closing the sustainability (context) gap, are not at the same time working on closing the operational transformation and socio-cultural leadership gap (the 3-gap problem to become a ‘thriving’ organization). Based on assessments of all three gaps the ThriveAbility Foundation has developed the generic ThriveAbility Index, ThriveAbility Journey and Innovation Roadmap. It is clear that leading companies like Interface, Kingfisher, The Crown Estate, are able to tackle all three gaps at the same time and are therefore on their innovation pathway towards being thrivable. What is needed are powerful shifts of mindsets, a radical simplification of metrics, strategic alignment of organizations and a stratified approach to stakeholders and motivators. All this can be rolled into a new approach on governance, moving away from a ESG push towards a ‘GSE pull’.

**A Multi-level Decision Support Platform for a Regenerative Incusive Economy**

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<th>Ecology – Biosphere</th>
<th>Human Activity Systems</th>
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<tr>
<td><strong>Economy</strong></td>
<td><strong>WHAT PURPOSE DOES AN ECONOMY SERVE?</strong></td>
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<td>Regenerative, Incusive Multi-capitalism</td>
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<td><strong>Industry Sectors &amp; Civil Society</strong></td>
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<td>Positive Market Regulation for True Future Value</td>
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<td><strong>Organizations</strong></td>
<td><strong>WHAT DOES SUCCESS MEAN?</strong></td>
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<tr>
<td>Total Contribution to True Future Value</td>
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John Fullerton confirmed the generic fit of the ThriveAbility thinking with the 8 principles of a regenerative capitalism. Claudine Blamey also saw the fit to Total Contribution. Discussion centered around various areas, bringing back points also discussed in other plenaries and sessions, including:

- The unit of measurement to show thriving: is it the corporation or should it be a regional unit, eg. a ‘bioregion’. How do we manage ‘wholes under management’ and avoid displacements?
- The need for relationship capital to be seen as a separate capital. Should relationships be a separate capital? Relationships are key to overcoming the silos that rise because of decisionmaking at the level of companies toward the ‘wholes’. To thrive, global networks that deliver a regenerative, inclusive economy need to be in place. John Fullerton mentioned impact investment space as an example in which this has started to happen already: to bring different sort of capital providers together to make a certain enterprise to happen. In certain programme related investment a below market return would be accepted because they embrace and measure societal value created. This wouldn’t have happened without the relationships.
KEY TAKEAWAYS

The third annual Reporting 3.0 Platform Conference was a milestone in generating insights on how to design the future of reporting. Major insights from the conference can be summarized in the following 10 key takeaways:

1. In order to design a future-fit reporting approach one needs to structure and combine thinking from economic and financial system design (macro-level), accounting and data systems design (meso-level) as well as corporate sustainability programs, transformation capabilities and culture and leadership approaches (micro-level). Designing reporting standards without those components leads to continued shortcomings and only incremental improvement, most likely not ready and fit for purpose.

2. Reporting of the future needs to
   - cover clarity about the purpose and connectedness of corporations towards the meso and macro requirements of a green & inclusive economy;
   - clarify value added through a multi-capital success measurement, seen as a litmus test to not build financial capital on the backs of other capitals;
   - identify areas of scalability in products, services, network building, advocation and education in order to better reveal the true impact opportunities of the organization to allow for a license to grow.

3. There are multiple sets of methodologies and tools already available to design the future of reporting. The conference showcased a fit of existing tools to the challenges ahead of us. Collaboration between the different players is now needed to pull the pieces of the puzzle together into a shared vision on how reporting, accounting and data can serve a green & inclusive economy. Some of the areas that need specific care are the discussion about ‘true’ materiality and how to keep stakeholder dialog focused on impacts (and allowing collaboration).

4. Existing standards lack a common vision to serve a Green & inclusive economy and are still limited towards internal approaches. Stakeholder dialog as conventionally carried out only scratches the surface of the challenges ahead of us, partially because stakeholders are less and less attracted by the effects and time consumption of dialog and are evenly uninformed about the ‘whole under management’ to be discussed.
5. Accountants could have a major impact by bringing in their expertise into the necessary design of a multi-capital accounting system (a third revolution in accounting?), but are at this moment still absent in proactively picking up on the challenges, including understanding macro and meso ingredients of a future-fit of reporting (both internal and external).

6. Data do play a more and more important role to create substantive sets of information about the 'global pulse' and the role of single organizations in the system conditions, necessary to allow their license to grow. Corporations and sustainability departments do not yet actively engage in understanding and designing the global pulse.

7. The Sustainable Development Goals represent a placeholder for creating potential thresholds companies can align to. Data partnerships are starting to build the data environments necessary to support indicators, targets and goals. Initiatives involving governments on national level inherit the danger to create chaos in approaches, it needs a clear and stringent oversight on how to create and deliver into such data environments.

8. There is no visible platform that until now has delivered the 'meso' level of how to combine macro and micro. This is where the Reporting 3.0 Platform can play in through the design of blueprint projects and being a non-competitive support platform to building the necessary understanding. This needs the support of players on the micro and macro level and has to be designed as an agnostic, anti-lobbyist safe space, most suitably designed as a not for profit organization.

9. The ThriveAbility Foundations approach, consisting of the 3-dimensional Index, Journey, Innovation Roadmap and Equation, offers the most concise and inclusive way to integrate design of macro, meso and micro. A three year design process of the customized Index in 10 industry clusters, developed with companies and the financial markets, is planned from 2016 to 2019, with the aim to have the ThriveAbility Index to be a premium financial markets information source for future-readiness by 2020.

10. Sustainability and/or ThriveAbility will not be realized and reporting, accounting and data contributions will not be effective under unchanged economic system boundaries, its current incentives and market success criteria. Achieving a regenerative economy and realizing a thriving meso and micro system conditions are interdependent.
NEXT STEPS FOR THE REPORTING 3.0 PLATFORM

The Reporting 3.0 Conference marked the starting point into the institutionalization of the community into a non-profit entity. Several organizations and individuals are seeing the need for joint collaboration and committed to ongoing engagement.

The Reporting 3.0 Platform will offer a unique and pre-competitive safe space for discussion, a lab for solutions development, and hands-on support to the relevant constituencies. The platform naturally fosters the type of collaboration that makes a new operating system for transparency in future-fit non-financial disclosure possible. Reporting 3.0 was launched in 2012 by BSD Consulting with the aim to create a multi-stakeholder oriented global community to coordinating, structuring and furthering the development of knowledge and solutions in the field of non-financial reporting. The efforts so far resulted in 3 international conferences, 3 transition labs, 4 regional roundtables and several research papers.

THE WORK

The work will be organized under four streams: data and reporting; sustainability exchanges, innovation labs, and blueprint pilots. These work streams will either contribute to enable or accelerate the necessary integration between social and environmental sustainability, profitability and growth:

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<th>Enablers</th>
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<td>Data &amp; Reporting</td>
<td>Innovation Labs</td>
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<tr>
<td>Online Platform Resource Repository</td>
<td>Transition Labs with key partners</td>
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<tr>
<td>Sustainability Exchanges</td>
<td>Blueprint Pilots</td>
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<tr>
<td>Regional Roundtables and Annual Reporting 3.0 Conference</td>
<td>Blueprint Projects in reporting, accounting and data for a creation of new standards</td>
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The Reporting 3.0 Platform will be of added value to all members of its stakeholder community: from the provision of the most up-to-date knowledge on Reporting, Accounting and Data, to the further support of the standard setting community, companies, regions and industries, to the building of impactful new collaborations.

OPERATING MODEL

The Reporting 3.0 platform will be established as a not-for-profit organization governed by German law. A lean operational team will identify, structure and implement Reporting 3.0’s activities, ensuring that core activities such as knowledge management and blueprints are swiftly available for the whole community. The project work will accelerate the implementation of know-how, both through co-branding and creating stakeholder-specific solutions. From the start, the existing network, know-how and methodologies that have fostered the diverse outcome of the Reporting 3.0 platform in the past, will be readily available for all work streams.
GOVERNANCE

On a governance level, the multi-stakeholder approach is translated on the one hand into a Steering Board, responsible for the strategic guidance of the platform, ensuring that true value is created for the whole community. On the other hand, an Advisory Forum consisting of relevant stakeholders will support both Steering Board and Operational Team. The Advisory Forum members will enable the Reporting 3.0 Platform to quickly tap into a global network of experts, multipliers and company representatives.

Steering Board

- Stakeholders
  - Donors & Strategic partners

Operational Team

- Core activities
  - Resouce Repository
  - R3 Platform Management
  - Conference

- Project Work
  - Blueprints
  - Individual Solutions
  - Regional Events

Formation

- Advisory Forum

  Companies, NGOs, Policy Makers and others participate in conference, discussions and joint projects

Core activities are initiated by the Reporting 3.0 Platform itself. Co-branded activities are done with partners. R3 activities use information from project activities by structuring and generalizing arising issues. Reversely, the knowledge and expertise generated by core activities are leveraged to solve specific project challenges.
FINANCING

The Reporting 3.0 Platform as a not-for-profit organization will be established in a 2-phased approach. During an initial phase until summer 2016, the initial Steering Board and lean Operational Team will prepare the field. A working capital of USD 250k is being raised. This initial investment will cover the organizational set up, necessary systems for the resource repository and communications as well as the initiation of at least 2 blue print projects. Once running, the Reporting 3.0 platform will switch to the operational phase, starting the project work execution and the conference and regional events implementation. The financing model with the two main revenue streams matching funds and corporate funding (focusing on annual fees and project funds) will ensure a slim overhead while allowing specific and customer-driven solutions.

JOIN US IN THE FUTURE OF THE REPORTING 3.0 PLATFORM

The founding members of the Reporting 3.0 platform are happy to be joined. Funding the platform in its initiation allows investors to have a large impact with a single stake. The Reporting 3.0 Platform, drawing on the multiple assets created since 2012, will have immediate impact on an unparalleled number of key actors in Reporting, Accounting and Data.

Potential strategic partners are invited to join the Steering Board and ensure that their voice sets the tone. Board members will help define where most urgent solutions are needed. Long-term cooperation will create a unique setting where the Reporting 3.0 platform partners can leave their signature on a new and global approach to Reporting, Accounting and Data, and inherently, new business models as a driver for change.

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→ www.reporting3.org
ORGANIZER

The primary goal for Reporting 3.0 is to ensure that businesses achieve positive outcomes for society, the environment and the economy through improved and innovative reporting, accounting and data collection practices. In order to achieve this we seek to provide guidance and advice as well as access to state-of-the-art tools and resources, with the goal of overcoming current complexities and making truly sustainable business outcomes a reality. We provide a safe space to discuss, develop and test a future for reporting, accounting, and data and are developing into a non-profit platform to facilitate greater engagement and a more rapid advancement through positive partnerships. ➞ www.reporting3.org

VENUE SPONSOR

Microsoft Berlin is a central place for networking and dialogue between customers, business partners, the media, creatives, politicians and society in the heart of Berlin. At the centre of the building, the Digital Eatery café is open every day offering a digital lifestyle in a relaxed lounge atmosphere, with wifi, excellent coffee and fresh food. The Microsoft Atrium event space can accommodate different types of events for up to 400 people. On the upper floors there are reception rooms for customers and guests from business, politics and society, as well as flexible spaces for the employees of Microsoft and the Microsoft Ventures Accelerator promoting IT startups. ➞ www.microsoftventures.com

SILVER SPONSORS

EQi helps clients understand the financial impact of their environmental, social, and health & safety performance, identify opportunities to increase resource efficiency, and drive near-term profitability with long-term resilience. ➞ www.eqigroup.com

heureka GmbH, based in Essen and established in 1989, is an owner-run communications agency and currently employs 23 staff. As a creative agency we are renowned for our design and marketing expertise. In addition to our many years of experience in financial and sustainability communications, heureka’s core business is the provision of brand and corporate communication consultation and services. ➞ www.heureka.de
SESSION SPONSORS

FMG (Flughafen München GmbH), incorporated in 1949, operates Munich Airport and is ranked among Europe’s 10 busiest airports. It offers connections to more than 200 destinations all over the world and handled approximately 40 million passengers in 2014. FMG’s group sales totaled approximately 1.2 billion Euros and earnings after taxes (EAT) were of over 100 million Euros in 2014. The non-aviation sector (e.g. shops, restaurant, real estate business, consulting) accounts for 49% of total revenues. Sustainability is an integral part of Munich Airport’s corporate strategy. Their integrated reporting conveys this holistic approach since 2010. ➔ www.munich-airport.de

The United Nations Environment Programme (UNEP) is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment. ➔ www.unep.org

The ThriveAbility Foundation is a global public good designed to co-deliver a thriving, inclusive operating space for humanity within a regenerative footprint through a transformative, values-based approach to decision-making and governance at all scales, from communities to organisations to nations to markets. Through integrated decision modelling of the seven capitals using the ThriveAbility Equations, leaders can align breakthrough strategies with stakeholder aspirations that deliver thriveable competitive advantage. Through the ThriveAbility Index, investors are able to select a portfolio with superior performance based on the innovation pathways and collaborations informed by the multi-stakeholder ThriveAbility program and True Future value calculations, using science-based goals. ➔ www.thriveability.zone

KPMG is a global network of professional firms providing Audit, Tax and Advisory services. We operate in 156 countries and have more than 150,000 people working in member firms around the world. KPMG’s Climate Change and Sustainability Services (CC&S) professionals provide sustainability and climate change reporting, assurance and advisory services to organizations to help them apply sustainability as a strategic lens to their business operations. We have more than 25 years of experience working with leading businesses and public sector organizations which has enabled us to develop extensive relationships with the world’s leading companies and to contribute to shaping the sustainability agenda. ➔ www.kpmg.de

Tagetik software for Corporate Performance Management (CPM) and Business Intelligence (BI) helps over 750 enterprise customers in 35 countries meet the challenges that confront the Office of Finance every day. Tagetik has become one of the fastest-growing, most trusted providers of scalable, unified solutions for budgeting, planning, forecasting, financial consolidation, close, reporting, disclosure and cloud-based visual analytics. Our customers - including hundreds of very large global businesses - rely on Tagetik for innovative CPM software, outstanding service and support from our 26 locations worldwide, and deep finance knowledge. We get Finance. You get Results. ➔ www.tagetik.com

Deloitte provides audit, tax, consulting and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high quality service to clients, delivering insights they need to address their most complex business challenges. Deloitte’s more than 200,000 professionals are committed to deliver to Deloitte’s purpose “To make an impact that matters”. ➔ www.deloitte.com
SOLUTION PROVIDERS

WeSustain, founded in 2010 by an experienced management team, is recognized today as one of the leading providers of Enterprise Sustainability Management (ESM). We support companies with their sustainability performance and strategy. Our solutions cover all important areas of modern ESM; customers choose from our range of software modules and thus create a specially tailored software solution. Using our tools means increasing efficiency, better data quality and less errors. Our goal is to make sustainability an integral part of private and public organizations and to be the global leader in our segment within the next five years. → www.wesustain.com

We believe that the necessary know-how already exists to address the world’s biggest challenges. Convetit empowers organizations to engage people with relevant knowledge in well-managed, collaborative virtual dialogues that inform better decisions and build brands we can trust. We aim to be the destination of choice for leaders to develop and learn the smartest solutions for issues that matter most to the long-term wellbeing of their organizations and society as a whole. → www.convetit.com

Companies have huge impacts on the world, and if we as citizens want to guide those impacts, we have to understand what those impacts are. Volunteers, researchers, advocacy groups, and company representatives are coming together to create WikiRate.org, a place where anyone can go to understand companies, compare companies, and drive companies to respond to social and environmental needs. Together we’re gathering existing metrics, creating new ones where necessary, writing overviews, and generally making sense of it all. → www.wikirate.org

We are eRevalue, a women-led technology company made-up of lawyers, ESG experts, and data scientists. We offer Datamaran™, a collaborative analytics platform built with Natural Language Processing (NLP) techniques and a global market of end users. With our technology and our expertise, we help business executives and their advisors understand the latest regulatory, reputational, and competitive risks related to ESG issues. → www.erevalue.com

Ulula provides digital solutions to engage stakeholders and enable data-driven decisions to manage ESG risks anywhere in the world. We provide direct and scalable data collection and communication systems based on the most appropriate channel, whether it be SMS, phone call, email, web, or social media. By collecting and tracking communications, events, perceptions, commitments, and supply chain data, Ulula’s analytics help organizations identify levers to maximize utility of human, social and environmental capital. → www.ulula.com

MEDIA PARTNER

Forum Nachhaltig Wirtschaften is the magazine with the widest coverage on sustainability and corporate responsibility topics in the German-speaking part of Europe. On a quarterly basis we offer attractive best practice examples to top decision-makers in government, business and non-profit organizations that encourage imitation. → www.forum-csr.net
IMPRINT

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