



The role of corporate culture in the choice of integrated reporting

How an organisation's values, mission, vision, and management choices can help the journey towards integrated thinking and reporting



Key conclusions

- ▶ Companies are motivated to undertake the integrated thinking and reporting journey for a number of reasons (1) the observation of leading companies in search of best practices (2) changes in regulation and environmental needs (3) the need to communicate to stakeholders and satisfy their concerns, give assurance to investors, and differentiate.
- ▶ Integrated thinking and reporting lead to both internal benefits and enhanced public confidence. It helps in understanding what is going well (or not); it boosts collaboration, awareness of the business model, and builds reputation; it allows to break down silos and makes the business more resilient and long-term thinking. It is not perceived as a cost.
- ▶ Corporate culture can be a harmonious mix of control, collaborate, create and compete. In bigger organisations, it can differ across teams, geographies and countries. It often emerges as a journey from one culture type to another over time but is never static.
- ▶ Corporate culture can aid the journey towards integrated thinking and reporting. Firms that exhibit a higher level of collaboration, teamwork, talent management, empowerment, and interpersonal relationships tend to be more integrated with their decision-making processes. On the other hand, firms dominated by rule, system and procedure are more likely to publish an integrated report.
- ▶ The journey towards integrated thinking and reporting in an organisation could be facilitated by moving towards a more internally oriented corporate culture.

Foreword

Over the past two decades, we have experienced a major shift in the business landscape, fueled by the rise of the digital economy. Today, intangible assets, such as software, data and customer relationships, often comprise most of a company's worth. In the past, companies often saw their greatest value tied to tangible assets, such as machinery and buildings. Along with this rise in the significance of intangible value, we are experiencing increased calls for transparency about how a company impacts the world. Investors, governments and other stakeholders want to know if business practices are sustainable. Companies, too, are signaling a changing mindset. Businesses are looking beyond shareholder profit to consider their impact on stakeholders and the environment. All these trends are reshaping what companies, investors and stakeholders need from corporate reporting. In this business environment, there is a need for enhanced business reporting that provides a more holistic view of corporate performance. While neither traditional financial reporting nor sustainability reporting, on their own, can provide a sufficient view of performance, it is critical for companies and investors to focus on multiple capitals when making decisions. Such thinking leads to integrated reporting, which takes the necessary broad view of the interests of the company's stakeholders and its value creation potential.

While traditional corporate reporting takes stock of financial performance only and offers a short-term view, integrated reporting <IR> offers a more complete rendering of an organisation's value over time and in the context of its external environment. To do this, Integrated thinking provides both quantitative and qualitative information about six sources of capital — financial, manufactured, intellectual, human, social and relationship, and natural. The report describes how an organisation's business model transforms these six sources of capital inputs into outputs and outcomes. In other words, <IR> tells a story about how an organisation creates, changes or destroys value over time.

<IR> helps an organisation:

- ▶ **Create value** – by better understanding and connecting the disparate sources and drivers of long-term value to enable better strategy formulation, decision making and implementation through their business model ¹
- ▶ **Tell its story** – of how value is created more effectively, both internally and externally, in a succinct way in order to win trust and secure reputation by encouraging better relationships with investors, employees and other stakeholders ¹

<IR> also contributes to more efficient capital markets – by improving information on the long-term prospects of an organisation.

This study reinforces the benefits of <IR> and crucially points to the importance of culture as a leading catalyst for organisations seeking to capture the benefits of integrated thinking and reporting. Knowledge of this linkage will be of practical use to these organisations as evidence that an investment in corporate culture may be necessary to speed the journey towards integrated thinking and reporting.

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¹ *Tomorrow's Business Success: Using Integrated Reporting to help create value and effectively tell the full story.* Tomorrows Company, 2014.

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Introduction

Integrated thinking and reporting – The role of unobservable characteristics

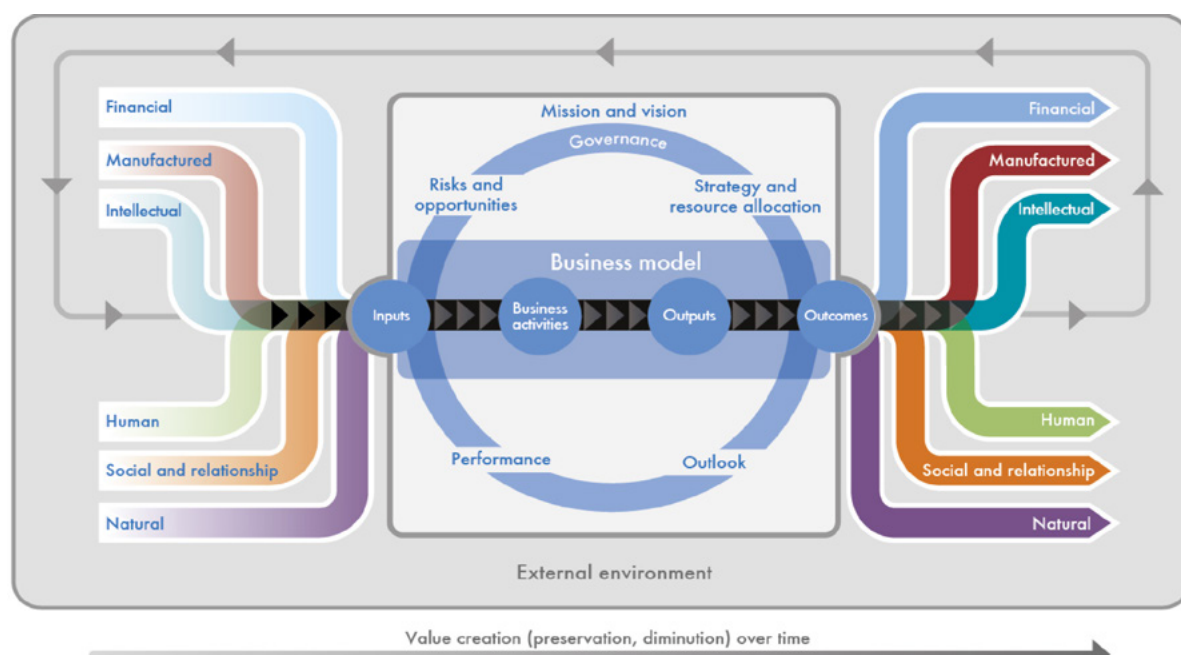
Background

Every year organisations devote a considerable amount of resources, time and energy to the preparation of a wide range of documents that constitute their annual reporting to stakeholders. Indeed, corporate reporting represents an essential and powerful tool through which organisations account for their financial performance, competitiveness, sustainable growth, corporate responsibility efforts, and stewardship obligations, among others. A number of factors, including globalisation, financial crisis, external pressures and changes in regulation, have contributed over time to increase internal and external stakeholders' expectations of corporate communication. To meet these growing information needs, annual reports are expected to incorporate a variety of information, beyond traditional financials. As a result of a continuously evolving and challenging environment, the last two decades have seen corporate reporting develop in a variety of directions, from traditional financial reporting to sustainability reporting, and more recently towards integrated reporting.

Integrated thinking and reporting

Developed and supported by the IIRC (International Integrated Reporting Council), the integrated report is a periodic and concise communication on how an organisation'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 (IIRC, 2013). Promoted as a solution to the concerns of financial reporting, integrated reporting is a new reporting framework that provides a holistic view of the organisation by integrating financial and non-financial information in a single report (see Figure 1). Companies looking to successfully implement integrated reporting need to embed integrated thinking throughout their organisation. Integrated thinking can be defined as the conditions and processes that are conducive to an inclusive process of decision-making, management and reporting based on connectivity and interdependencies between a range of factors that affect an organisation's ability to create value over time (Busco et al., 2017; 2019).

Figure 1 – Integrated Reporting framework by IIRC



Source: The International <IR> framework (IIRC, 2013)

Research gap

The number of companies implementing Integrated Thinking and Reporting practices on a voluntary basis is increasing, leading to an increase in the breadth of academic literature within this field. Previous research has investigated companies' journeys towards Integrated Thinking and Reporting, how companies' characteristics and country-level factors can affect their decisions to prepare an integrated report, and the consequences of the integration in reporting and decision-making processes (De Villiers et al., 2014, 2017; Dumay et al., 2016). While there is extensive research looking at the role of observable characteristics (size, profitability, industry concentration, governance structure, among others) in affecting reporting choices, to the best of our knowledge there is no research that specifically looks at the potential role of unobservable characteristics, such as corporate culture, in the journey towards integrated thinking and reporting.

Corporate culture

Corporate culture is an important social characteristic that influences organisational, group and individual behaviour (Hartnell et al., 2011). It is shared among members, exists at multiple levels, influences employees' attitudes and behaviours; it consists of collective values, beliefs and assumptions; it is a key ingredient of organisational effectiveness and can be a source of sustainable competitive advantage (for a review of previous studies, see Hartnell et al., 2011).

We used the competing values framework and identified types of corporate culture (Cameron et al., 2006; Hartnell et al., 2011), as shown in Figure 2 and detailed in Appendix 1, to investigate the role of corporate culture in the choice of integrated reporting. Companies' reporting choices can be influenced by the values, motives, and choices of a company's management. This raises an important question: What role does corporate culture play in the decision to prepare an integrated report? Being an innovative reporting tool, the implementation of integrated reporting may benefit from a more internal culture orientation, where processes, consistency, cohesion and communication could favour an inclusive decision-making process.

Figure 2 – Corporate culture matrix

		Flexibility and discretion			
		Collaborate (Clan)	Create (Adhocracy)		
Internal focus and integration		Means: Cohesion, participation, communication, empowerment Ends: Morale, people development, commitment	Means: Adaptability, creativity, agility Ends: Innovation and cutting-edge output	External focus and differentiation	
		Control (Hierarchy)	Compete (Market)		
		Means: Capable processes, consistency, process control, measurement Ends: Efficiency, timeliness, smooth functioning	Means: Customer focus, productivity, enhancing competitiveness Ends: Market share, profitability, goal achievement		
		Stability and control			

Source: Adapted from Hartnell et al. (2011)

Objectives

This study investigates the relationship between corporate culture and integrated reporting. The main objectives of the research are defined as follows.

- ▶ To build a data set of integrated reporting practices by identifying global integrated reporting adopters among the companies listed in the EURO STOXX 600 and S&P500.
- ▶ To measure corporate culture by undertaking conceptual content analysis to identify the culture type that emerges from companies' reports.
- ▶ To analyse the relationship between corporate culture and integrated reporting to investigate whether and how corporate culture can affect a company's journey towards integration.

Research methodology

Our research was conducted in two stages.

The first part of the research was based on a quantitative analysis of companies' reports, using conceptual content analysis and panel data methodology and involved three phases:

- ▶ Building a data set of 83 companies that have published at least one integrated report between 2014 to 2016.
- ▶ Using conceptual content analysis of these reports to identify corporate culture as either internally or externally oriented, according to the organisational culture matrix in Figure 2.
- ▶ Analysing the relationship between corporate culture and the choice of integrated reporting using panel data methodology to investigate whether there is a specific culture type that favours the adoption of integrated reporting practices and can help companies' journey towards integrated thinking.

The second part of the study drew on a series of interviews with integrated reporting preparers (11 respondents from 7 organisations), across various geographical areas and business sectors (banking, insurance, aviation, estate, energy and project management), to validate the results from the quantitative analysis and specifically shed light on the following aspects:

- ▶ Companies' journey towards IR, and specifically the role of internal and external factors as key drivers for the decision to embrace the integrated thinking and reporting journey.
- ▶ Perceived benefits derived from integration as well as the main challenges experienced throughout the integrated thinking and reporting journey.
- ▶ The relationship between corporate culture, integrated reporting and integrated thinking, as perceived and experienced by the integrated reporting preparers.

More information on the methodology can be found in Appendix 1.

Main findings and their implications for practice

See Appendix 2 for a more detailed summary of main findings from interviewee responses

The Journey towards integrated reporting

- ▶ The companies interviewed identified several reasons for undertaking the integrated thinking and reporting journey. The motivation can come from observing the marketplace where leading companies are experiencing important benefits from integration. This, however, is not a matter of competition but more of inspiration and best practice.

'We started integration in 2015 ... we saw some other leading companies providing integrated reports and we thought, let's try' ... 'I don't see it so much as competition. I see it as best practice' (BANK1)

- ▶ In countries where regulation requires integrated reporting, such as South Africa, it is not just a mere compliance or a tick-box exercise or a way to stick a label on the report but is instead seen as an opportunity to provide a holistic and connected view of the business.

'Whether we are sitting in operation, or in sales and marketing... we all need to work together for what's in the best interest of the company ... that was the main factor that really drove a different way of thinking and that made it easier to report on an integrated basis' (ENERGY)

- ▶ Together with external stimuli coming from IIRC and conferences attendance, the European Directive (2014/95/EU) on the disclosure of non-financial information has also influenced companies to think in this direction. In sectors that are particularly sensitive to environmental issues, the journey started with producing an environmental report, that has been gradually added to the financial report, to finally become one report following the value creation model of IIRC.

'To really communicate all the change we are going through, acknowledge what various stakeholders' concerns are and to provide a performance review of those issues, to be able to give assurance to primarily investors...' (BANK2)

- ▶ Overall, integrated reporting is perceived as a fundamental tool to communicate to stakeholders, satisfy their concerns, give assurance to investors, bring different business functions together, and a means of differentiation.

Benefits and challenges from the integrated thinking and reporting journey

- ▶ Integrated reporting preparers clearly perceive a number of benefits from integration and view the cost implications as limited. A good process of reporting helps understand what is going well (or less well) in the company and leads to internal benefits and assurance. Integrated reporting allows businesses to break down silos and have a broader view beyond financial performance only. This makes the business more resilient and long-term thinking.

'If you have a good process of reporting through that process, you will find out what is going well and what is going less well within your company' (BANK1)

- ▶ Integrated reporting boosts collaboration, enhances awareness of a company's business model, builds reputation, and reaches a variety of stakeholders. Different business functions, i.e. legal team, finance, investor relations, internal audit, sustainability team, etc., are now part of a working group to discuss matters related to reporting. Working together on reporting in this way has led to the 'prize' outcome of building integrated thinking within the business.

'Breaking down silos within the business, trying to build a more kind of coherent approach to business strategy which isn't just rooted in financial value but takes a broader view, helping to make the business more resilient and longer-term thinking' (ESTATES)

- ▶ Applying multi-capital thinking can be harder for financial organisations and can be a challenge when you have a lot of people who are actually paid to do single-capital thinking. Integrated reporting is not perceived as a cost. Producing a report is expensive, but the cost of producing an integrated report is built inside the companies' existing reporting process. And good reporting can help the company to create value, make money, rather than absorbing financial resources. Overall, print and distribution costs are reduced and reallocated towards more advisory services, although there is a potentially heavy cost implication in terms of systems and assurance.

'We actually see that the cost of doing business is less than what it was before... because you are actually leveraging economies of scale and synergies and people are working together as opposed to a kind of working in competition with one another' (ENERGY)

The relationship between Corporate culture and integration in thinking and reporting.

Insights from Interviews

- ▶ 'How would you describe the culture within your organisation?' proved to be a very difficult question to answer but also led to very interesting responses from the integrated reporting preparers. Based on the corporate culture matrix (Figure 2), interview respondents presented corporate culture as a continuous journey for their organisation and interestingly they tend to describe their organisation's culture as a mix of culture types, a continuous movement and evolution from one culture type to another, but never as static.
- ▶ Most of the companies interviewed consider that they are moving from control towards collaborating. Preparing the report involves a lot of people working together and this helps to improve collaboration. Moreover, the strategy review process leads companies towards Create, in an attempt to innovate and identify new market opportunities and Compete.

'If I start before we started even our first annual integrated report, we were sitting at the Control level and then we moved towards the Collaborate quadrant. And what we are ultimately trying to get to is the Create component' (ENERGY)

- ▶ The bigger the organisation, the more difficult it appears to identify and specify the corporate culture, as it may differ across teams, geographies, and countries. Within the same organisation, the management level can have a control-oriented culture, while operational people working together are more in the collaborate and create sections of the matrix. This leads corporate culture to be a harmonious mix of control, collaborate, create and compete. An organisation can be externally focused, agile and responsive, and try to do things first, offering forward-thinking solutions; but also internally oriented, while putting a strong focus on collaboration, working together, and doing things right.

'We are a massive global business in 80 countries. I think even team by team in one building culture changes' (ESTATES)

- ▶ An internal and collaborate-oriented culture is clearly perceived by interviewees to create a fertile background for integrated thinking and reporting that requires exchange of data, ideas and communication. In support of these findings, interviewees also express that the relationship on the other way around is not as direct, i.e. reporting choice does not represent a major lever for changing corporate culture, which is perceived as a more complex phenomenon.

'Among the different culture types, certainly an internal and collaborate-oriented culture seems to be the most adequate for integrated reporting ...' (INSURANCE)

'IR assumes a level of collaboration with colleagues and different functions ... beyond inserting the data more or less correct, there is a work behind that surely comes from a collaboration' (PROJECT MGT)

Quantitative Analysis

- ▶ The findings from the quantitative analysis provide clear insights into the relationship between corporate culture and integrated reporting. Interestingly, the results suggest that integrated reporting and integrated thinking are a product of corporate values, mainly internal culture orientation, and are driven by unobservable characteristics.
- ▶ Regarding the choice to publish an integrated report rather than an annual report or a sustainability report, we found that firms with strict control, clear organisational structure, standardised rules and procedures, and well-defined responsibilities (i.e. control-oriented culture) are more likely to adopt integrated reporting.
- ▶ Integrated reporting is an innovative reporting tool that requires a conducive organisational culture. The presence of appropriate systems and policies and a clear hierarchy of authority help managers to exercise control by means of rules and procedures. Control oriented organisations strive for certainty in their internal processes and this creates the ideal environment for implementing managerial aspirations to communicate in an integrated way.
- ▶ A collaborate-oriented culture is a fundamental driver of integrated thinking in an organisation. Firms that exhibit a higher level of collaboration, teamwork, empowerment, or interpersonal relationships consider commitment and communication as important factors for creating value in the medium and long term, which is one of the key ingredients for Integrated Thinking.

Conclusions

This study acknowledges that organisational culture plays a crucial role in the journey towards integrated thinking and reporting and is a key driver of corporate reporting choices.

Corporate culture differs across teams, geographies, and countries. It emerges as a mix of culture types, a continuous journey and evolution from one culture type to another but is never static. Underlying corporate values and attitudes that affect behaviour and decision-making drive integrated reporting. Firms with more internal oriented culture types, specifically more control-oriented, are more likely to prepare an integrated report; this requires companies to invest in policies, processes and procedures that can help improve organisational effectiveness and establish a clear scope of authority and responsibility. Collaboration is the key ingredient for integrated thinking and requires implementing initiatives to enhance collaboration, teamwork, talent management, empowerment and interpersonal relationships.

These results have important practical contributions, as they suggest a company's journey towards integrated thinking and reporting needs an investment in corporate culture, and if required a change in a corporate culture specifically towards internal orientation.

This study should be of interest to firms, investors, regulators, and the IIRC, as it sheds light on the key drivers for the evolution of corporate reporting practices, suggesting that an organisation's values, mission, vision and management choices can help the integrated thinking and reporting journey.

Our findings indicate that initiatives boosting internally oriented culture can act as internal levers to enhance the level of integration in the decision-making process. This would be of interest both for companies who are willing to embark on the integrated reporting journey as well as those who are already reporting in an integrated way and looking to reap the benefits derived from integration.



Appendix 1 – Methodology

Further details on the analysis of companies' reports

We built a data set of integrated reporting adopters between 2014 and 2016, by accessing each company's website and using a number of factors, including whether 'integrated reporting' is mentioned in the title or in the body of the report, as well as a reference to the adoption of the IIRC framework. This meticulous process led to a final sample of 83 companies that have published at least one integrated report over the three-year period of analysis – see Table 1.

Table 1. Sample for the quantitative analysis

Report type	2014	2015	2016	Overall
Integrated Report	45	66	82	193
Annual Report	33	13	1	47
Sustainability Report	5	4	0	9
Total	83	83	83	249



We identified the type of corporate culture using conceptual content analysis (thematic analysis) of corporate reports following a consolidated approach (Cameron et al., 2006). In a conceptual analysis, a concept is chosen to be examined and the analysis consists of quantifying the concept by locating words in the text and the frequency in which they occur (Carley, 1990). We follow the dictionary approach presented in Fiordelisi and Ricci (2014). This allows quantifying corporate culture, which otherwise would be difficult to measure. Culture can be internal oriented (specifically collaborate and/or control), and/or external oriented (specifically create and/or compete) – See Figure 2.

We analysed the relationship between corporate culture and the choice of integrated reporting using panel data methodology to investigate whether there is a specific culture type that favours the adoption of integrated reporting practices and can help companies' journey towards integrated thinking. The key variables for the analysis are described in Table 2. The analysis is also based on a number of company-level variables and country-level data collected from Thomson Reuters Asset 4 and World Bank.

Table 2. Variable definition and measurement

Variable definition	Measurement
Integrated Reporting	Dummy variable, =1 if a company publishes an integrated report, 0 otherwise (annual report or sustainability report).
Integrated Thinking	Company's management commitment and effectiveness towards the creation of an overarching vision and strategy integrating financial and extra-financial aspects (Thomson Reuters Asset 4).
Collaborate-oriented culture	Internally oriented culture type, which focuses on its employees, attempts to develop human competencies, strengthen organisational culture by building consensus, and aims to develop cooperative processes through consensus and employee involvement (Fiordelisi and Ricci, 2014).
Control-oriented culture	Internally oriented culture type, driven by control mechanisms; corporate aim is creating value through internal improvements in efficiency, the implementation of better processes and quality enhancements (Fiordelisi and Ricci, 2014).
Compete-oriented culture	Externally oriented culture type focused on the organisation's external effectiveness with the highest priority to customers and shareholders; it aims to pursue enhanced competitiveness and emphasise organisational effectiveness, fast response, and customer focus (Fiordelisi and Ricci, 2014).
Create-oriented culture	Externally oriented culture type focused on creating future opportunities in the marketplace through innovation in the organisation's products and services. The organisation encourages entrepreneurship, vision, and constant change (Fiordelisi and Ricci, 2014).

Appendix 2 – Interviewee responses

Table 3. Summary of main findings from interviewee responses

The journey towards integrated reporting	
Internal and external drivers of integrated thinking and reporting	<ul style="list-style-type: none"> ▶ “The biggest trigger was from a more technical, front-running reporting perspective that we started integration in 2015... we saw some other leading companies providing integrated reports and we thought, let’s try” (BANK1) ▶ “Our starting point is regulation... it is not just a tick-box exercise for us, we like to publish an excellent integrated report” (BANK2) ▶ “We have started the journey towards integrated reporting more or less in 2013, based on stimuli from conferences, consultants, etc.... and we joined the IIRC pilot programme. Then the European directive in 2014 has introduced a kind of external constrain that has pushed us more towards this direction” (PROJECT MGT) ▶ “To really communicate all the change we are going through, acknowledge what various stakeholders’ concerns are and to provide a performance review on those issues, to be able to give assurance to primarily investors and then other stakeholders of what management are doing...” (BANK2) ▶ “I don’t see it so much as competition. I see it as best practice” (BANK1) ▶ “Whether we’re sitting in operation, or in sales and marketing, or whether we are in a functional and supporting role, we all need to work together for what’s in the best interest of the company... that was the main factor that really drove a different way of thinking and that made it a lot easier to report on an integrated basis” (ENERGY) ▶ “I think brand differentiation... the recognition that integrated reporting is perhaps a way to mainstream thinking around sustainability into the business, to provide something, to bring different business functions together, to have an ongoing conversation around...” (ESTATES) ▶ “Integrated reporting started when a board member asked us to investigate the integrated report (so initially an internal push). At the same time, at that time after the financial crisis there was a general call from stakeholders for a document that was informative and readable (so also an external push)” (INSURANCE)
Benefits and challenges from the integrated thinking and reporting journey	
Benefits and challenges from the integrated thinking and reporting journey	<ul style="list-style-type: none"> ▶ “I can think of a lot of benefits because I truly believe in the effects of good reporting... if you have a good process of reporting then through that process you will find out what is going well and what is going less well within your company” (BANK1) ▶ “The main benefit for me is providing a forum. We have a working group now, where we can discuss matters around integrated reporting and improve our alignment with the framework” (ESTATES) ▶ “Certainly benefits from collaboration, as the project has put together different functions that never worked together before; ...the fact of having written down the business model has allowed us to be more aware of the capital model, and this is a big advantage from integrated report that makes you reflect more on your value creation model; ...another advantage is reputational” (PROJECT MGT) ▶ “Breaking down silos within the business, trying to build a more kind of coherent approach to business strategy which isn’t just rooted in financial value but takes a broader view, helping to make the business more resilient, and longer-term thinking” (ESTATES) ▶ “It’s a challenge and a benefit... it’s a good tool for use to use internally, for us to educate people and get them think differently. And because it is an external tool, it does bring credibility” (BANK2) ▶ “It has helped us sharpening our feeling of what we are and where we should pay attention, maybe what we should change, but also that we have to respond to certain things which are happening in our environment” (AIRPORT)

The benefits and challenges of the integrated thinking and reporting journey

Benefits and challenges from the integrated thinking and reporting journey

- ▶ "I suppose the biggest challenge was the fact that people were still seeing each other as different and in silos... we really needed to change people's mindset and the corporate culture to drive collaboration and integration" (ENERGY)
- ▶ "Integrated thinking is the prize. The report is just the means to build integrated thinking within the business" (ESTATES)
- ▶ "One benefit is certainly the usability: the integrated report is more usable than traditional reporting; it reaches students, academics, employees and shareholders. Also, integrated report has allowed to streamline our quarterly reporting" (INSURANCE)

Integrated reporting and thinking as a "cost"

- ▶ "It's a benefit, it's not a cost. Good reporting is making money so better reporting is making more money" (BANK1)
- ▶ "The one area where there is a cost implication which we don't yet understand is assurance..." (BANK2)
- ▶ Producing a report is expensive. But we are trying to build these elements into our existing reporting process" (ESTATES)
- ▶ "We actually see that the cost of doing business is less than what it was before... because you're actually leveraging economies of scale and synergies and people are working together as opposed to kind of working in competition with one another" (ENERGY)
- ▶ "No higher costs, actually a cost reduction... The integrated report leads to a redefinition of resources and information. In our company it is the expression of strong passion, an outcome from hands, minds, and passion of the people involved" (INSURANCE)

The relationship between Corporate culture and integration in thinking and reporting

The type of corporate culture within an organisation

- ▶ "There is a cultural change in progress. It can be said that in the past we were a more internal oriented company, something between Control and Collaborate. Recently we are moving more towards collaborate and create" (PROJECT MGT)
- ▶ "Historically we are in the Control hierarchy and I hope we are moving to a Collaborative side. We work together with a lot of people to get the report done" (BANK1)
- ▶ "We are 100 percent Control historically, and then there is the ambition to move more towards the other C, the Collaborate, the Create and Compete" (BANK2)
- ▶ "We are a massive global business in 80 countries. I think even team by team in one building, culture changes" (ESTATES)
- ▶ "If you look at the management level, the last year we were a lot in the Control section. The operational people, who have almost no contact with us here in our headquarters and with the board of directors, are more in the Collaborate and Create sections" (AIRPORT)
- ▶ "Over the period, if I start before we started even our first annual integrated report, we were sitting at the Control level and then we moved towards the Collaborate quadrant. And what we are ultimately trying to get to is the Create component (ENERGY)"

Corporate culture and integrated reporting adoption

- ▶ "I can't tell you if there is a direct link... what I can see from the work I do is that certainly an environment that is as collaborative as possible it helps a lot. IR assumes a level of collaboration with colleagues and different functions... beyond inserting the data more or less correct, there is a work behind that surely comes from a collaboration" (PROJECT MGT)
- ▶ "Maybe it's just a personal thing... but it seems to me that the more collaborative type of culture is the most fertile for an integrated type of reporting" (PROJECT MGT)
- ▶ "Among the different culture types, certainly an internal and collaborate-oriented culture seems to be the most adequate for integrated reporting... at the same time integrated reporting also requires creativity and aim for competitiveness". (INSURANCE)
- ▶ "I am not sure... I think that learning from reporting is very valuable. I believe that integrated thinking can have an effect on the long-term vision and long-term value and culture drivers within the company" (BANK1)
- ▶ "I wouldn't say reporting as being the major lever in changing the corporate culture. But I don't think it's as direct as... because we are not integrated reporting they must change their systems and their ways of thinking" (BANK2)
- ▶ "By doing integrated reporting, we can say the culture inside our department has changed, the culture of the people working on IR has changed, but it is difficult to say whether there is an effect on the organizational culture, and anyway cultural changes require time" (INSURANCE)

Further reading

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