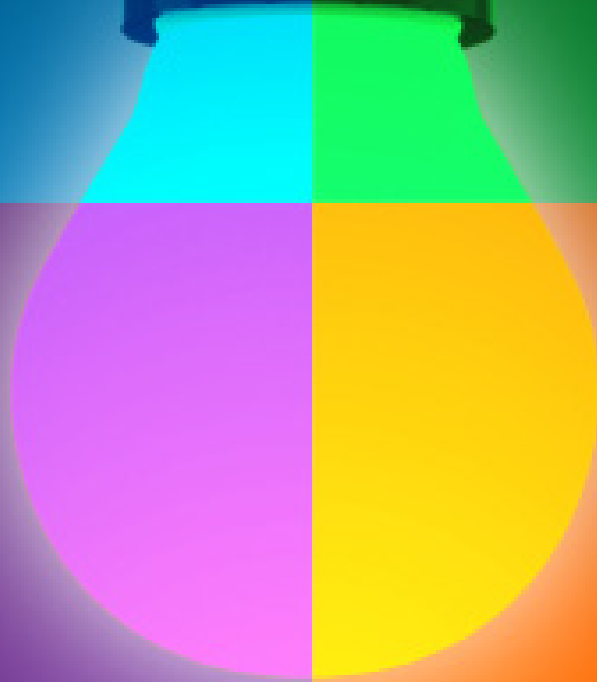


Illuminating value



COMMUNICATIONS WITH PURPOSE

Every day we help businesses to tell their value creation story, build trust and strengthen relationships with their stakeholders for the short, medium and long term.

We have created the Black Sun Best Practice Communications Academy to help you think and act in ways that illuminate the value your organisation creates for the benefit of all your stakeholders, today and in the future.

How effective is your reporting?

How can we help you?

How are we different?

How can you learn more?



How effective is your reporting?

Meeting the demands of
today's reporting environment

Meeting demands through better reporting

Meeting the demands of today's reporting environment is not without its challenges. Integrated Reporting is a tool to help your organisation think and act in ways that illuminate the full spectrum of value you deliver to the widest group of stakeholders.

What is Integrated Reporting?

Integrated Reporting, is better reporting. Integrated reports provide a link between performance information and drivers of business value. They give a clearer picture of management progress in implementing strategy and insight into the underlying health of the business.

The building blocks of Integrated Reporting are already well established globally in some of the most advanced companies. Although not all annual reports are called 'Integrated Reports', companies are rapidly moving towards the principles and spirit of Integrated Reporting. This provides an overarching framework to capture requirements and best practice standards for strategy, performance and long-term sustainability.

So, what's the business case for Integrated Reporting and thinking?

It is no longer enough for a company to be deemed successful by creating short term profits. Current corporate reporting frameworks are evolving to reflect the wide range of factors that affect corporate performance. Well-run companies are expected to create value for all stakeholders – employees, customers, society and investors – and manage a range of different types of risks and opportunities.

Integrated Reporting is a tool for making the strongest case that your company is well positioned for long-term success.

Surveys of integrated reporters have found that the process of Integrated Reporting improves internal understanding of strategy and value creation. Integrated reports are also valued by investors and other report users, providing greater clarity about what issues are most relevant to business success and how management of these issues benefits the organisation in terms of competitiveness, market share, and innovation.

Meeting demands through better reporting

And what are the benefits?

It is clear from our ongoing research that integrated thinking and reporting is developing from a promising concept, into powerful practice. Understanding and communicating about value creation is one of the most important objectives of Integrated Reporting. It is an area where organisations see dramatic breakthroughs in their understanding and articulation of how they create (and destroy) value – a staggering 92% say it has improved understanding of value creation.

Better understanding of value creation

As organisations begin to better understand value creation, and how this informs changes, management thinking is changing. This understanding triggers better assessment of performance and information provision: 84% say that data quality has improved. These important developments in integrated thinking are delivering important strategic benefits: 79% are already finding that business decision making has improved; 68% report

better understanding of risks and opportunities; and 78% see better collaborative thinking by the Board about goals and targets. As well as external strategic benefits, 91% have seen a positive impact on external engagement with stakeholders; 87% believe investors better understand their strategy and 70% of those that have issued an integrated report believe that financial capital providers have greater confidence in their long-term viability.

92%

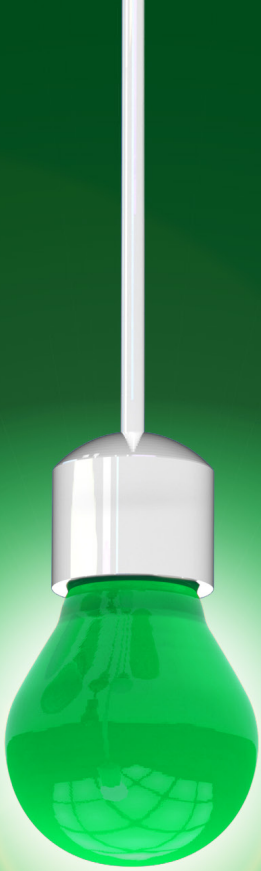
say Integrated Reporting has improved understanding of value creation

79%

are already finding that business decision making has improved

87%

believe investors better understand their strategy



How can we help you?

Training with the potential to help
improve both individuals' and
organisations' understanding
towards integrated thinking

How can we help you?

Our practical courses offer a learning path to change behaviours: this drives integrated thinking, improves decision making and actions within organisations and helps you focus on the creation of value over the short, medium and long term.

Our training initiative has the potential to improve both individuals' and organisations' understanding of integrated thinking through practical application. Integrated thinking helps develop strategy, minimise risk, and evaluate performance effectively.

The training is of interest to, and would benefit, professionals involved in management change and reporting, including:

- investor relations professionals;
- company secretaries;
- financial controllers;
- communication specialists;
- internal auditors; and
- sustainability managers.

Black Sun is proud to offer Integrated Reporting training as a Foundation Training Partner of the IIRC.

We are the only company in the UK authorised to provide IIRC-licensed and accredited <IR> Training. Value creation and integrated thinking are at the core of the <IR> International Framework, and the core of our work with clients and stakeholders at all levels. The 'whole business perspective' and approach based upon the <IR> training framework embeds integrated thinking into the learning experience. Modules are outcomes-based, built upon the concepts and principles of the <IR> Framework, and reinforce the relationship between reporting and corporate governance.

Benefits

- We are the only company in the UK and Singapore licensed to offer <IR> training
- Years of direct experience working with international organisations on their integrated thinking and reporting journeys
- Trainers are subject matter experts in Integrated Reporting and experienced practitioners
- Marketed Courses are challenging, creative, interactive and focus on practical tools
- Bespoke courses tailored for your individual organisations needs and regional practices and jurisdictions

As an IIRC Training partner, we are committed to evidencing the business case for better communications and the value of integrated thinking.

What is the best course for you?



Understanding value creation

Introductory courses

Introductory courses are for those who want to learn more about the trends in corporate reporting and understand the business case for integrated thinking and reporting.

This will provide a solid foundation and understanding of value creation, the content elements and the guiding principles of the Integrated Reporting Framework.

This course provides a comprehensive practical application of the value creation process, identifying elements that matter most to organisations and are intrinsic to integrated thinking and reporting.



Applying practical tools

Practitioner courses

Practitioner courses are for reporting professionals and organisations that have gone through an Integrated Reporting cycle or have attended an Introductory-level course. Practitioners leave with the mindset of adopting and applying Integrated Reporting and thinking principles throughout their organisation and corporate reporting practices.

This is achieved through tools and resources, helping you create an effective road map for practical application.

This course is designed to help clarify priorities, align thinking and embed the skills to develop integrated thinking, overcome barriers and deliver high quality reports.



Driving change

Executive and board level workshops

Executive and Board level workshops are for leaders that understand the importance of management innovation and the challenge in creating value, engaging teams, inspiring stakeholders and driving change for the short, medium and long term.

Our bespoke executive sessions offer an insightful view of value creation and how integrated thinking and reporting has developed into a leading practice for astute strategic management, governance and performance measurement.

Our practical tools help leaders use reporting to improve information, identify real drivers of performance, and improve decision making processes.



How are we different?

Practical tools to help support you to change behaviours, enhance the way you think, plan and report the story of your business

Our courses

Our courses are unique, practical and informative. Centered on years of direct experience of working with organisations, our training is interactive and delivered through insightful case studies, best practices, benchmarks, videos and exercises. All of our courses are designed to challenge you to put the concept of integrated thinking and reporting in your own organisation's context.

Proven tools

Black Sun provides practical tools to help support you to change behaviours, enhance the way you think, plan and report the story of your business. We can work with you to tailor our courses to meet the specific needs of your organisation, customising a solution to wherever you are on your integrated thinking and reporting journey.

Experience

The training is provided by experienced Black Sun consultants. They have been involved in the development of the FRC's Strategic Report requirements and guidance, the evolution of the Integrated Reporting Framework <IR>, development of examples in the IIRC

database and the latest research, developments, practices and international trends in corporate reporting. Their specific knowledge of integrated thinking, reporting and sustainability has been developed through years of practical experience working with international clients on their journey towards better reporting. This practical experience allows for an optimal training result.

Sallie Pilot **Director Black Sun Academy**

Sallie is an expert in best practice communications and reporting. She is responsible for the strategic development of Black Sun's corporate reporting offer and industry leading research programme, as well as working with many organisations on their journey towards integrated thinking and reporting.



Susan Blesener **Consultant Black Sun Academy**

Susan is an expert in the field of sustainability reporting and Integrated Reporting. Formerly a project director for corporate accountability at Novo Nordisk, she advises several organisations on their roadmap towards Integrated Reporting. Susan is a judge of international corporate reporting best practices.



How are we different?

About Black Sun

Black Sun is a stakeholder communications company.

We believe that in today's fast-moving and highly uncertain world, successful businesses are those who are able to deliver long-term value to the people around them – their stakeholders.

Through our Best Practice Communications Academy we are determined to help strengthen the commitment of all types of organisations towards driving change and focusing on long term sustainable development.

When stakeholders are heard, engaged and inspired, businesses are understood, trusted and supported. They are more valued by their stakeholders and perform better.

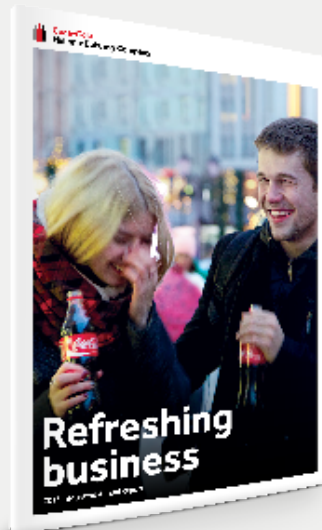
Visit the Integrated Reporting database for examples of international best practice

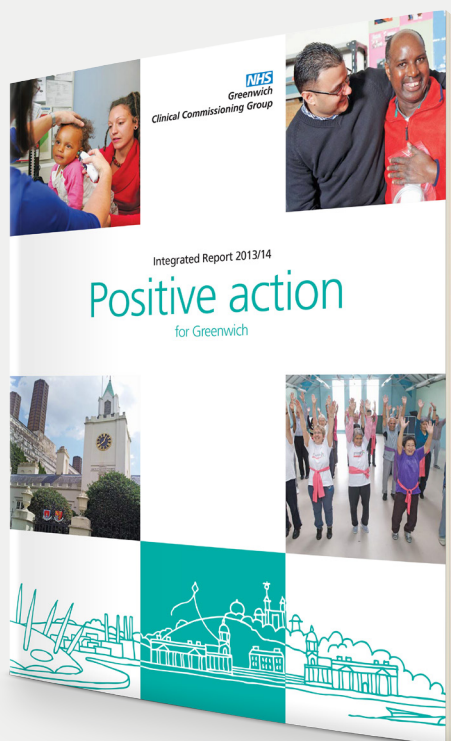
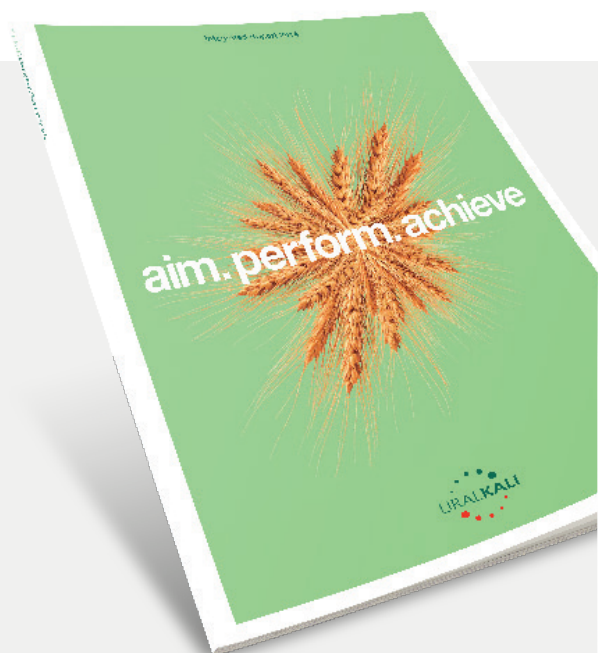


examples.integratedreporting.org

Our clients

Every day we help businesses to tell their value creation story and build trust and strengthen relationships with their stakeholders. We are currently working with clients in the UK, including: CIMA, Coca-Cola Hellenic Bottling Company, Go-Ahead, G4S and internationally: DBS, Olam, Sime Darby and Uralkali to produce award-winning integrated reports.





Want to learn more?

Contact Academy Manager,
Kaarina Vieru at kvieru@blacksunplc.com
or take a look at our website
for a schedule of courses,
latest research and benefits.

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