



*Asian Centre for Corporate Governance & Sustainability
75th Diamond Jubilee Directors Power Breakfast Meeting*

*Mr. Paul Druckman
Chief Executive, The International Integrated Reporting Council, UK
11th August 2015 at Mayfair Rooms, Worli, Mumbai*

Asian Centre for Corporate Governance & Sustainability in the 15th year of its evangelistic journey, achieved yet another milestone! 75th Diamond Jubilee Director Power Breakfast Meeting was addressed by **Mr. Paul Druckman - Chief Executive, The International Integrated Reporting Council, UK**, on 11th August 2015 at Mayfair Rooms, Worli, Mumbai. The theme of the session was '**Integrated Reporting - A New Paradigm in Corporate Reporting**'.



[MK Chouhan delivering welcome address at the 75th Diamond Jubilee Director Power Breakfast Meeting](#)

Prof. Mahendra Chouhan began his welcome speech by reminiscing about the humble beginnings of Asian Centre, Prof. Chouhan said that he had a long term view and wish to carry on the crusade of 'Good Governance & Sustainable Development' but had not known that it would sustain for 15 years and so well! Expressing his utmost gratefulness to all the well wishers & friends who helped Asian Centre, he said this would not have been possible without their help.

While occasions like 75th Diamond Jubilee Director Power Breakfast Meeting, reassure him that he is on the right path, it also fills him with a great sense of satisfaction. It is also an occasion to

rededicate to the vision of Asian Centre, which is driven by its Global Advisory board, chaired by Prof. Mervyn King.

Asian Centre, since last few years has been supporting UNEP project for planting 1 bn trees on our planet and as a humble contribution to sustainability, Asian Centre plants a grove of 10 trees in the honour of each of its speakers at different events and presents them with a 'Green Certificate'. On the occasion of 75th Diamond Jubilee Director Power Breakfast Meeting, Asian Centre planted a grove of 10 trees on the outskirts of Udaipur, Rajasthan for community benefit, in the honour of **Mr. Paul Druckman - Chief Executive, The International Integrated Reporting Council, UK,**.



M.K. Chouhan seen welcoming Paul Druckman with a Green Certificate – Asian Centre planted a grove of 10 trees on the outskirts of Udaipur, Rajasthan for community benefit.

Deloitte India is the Knowledge Partner of Asian Centre in this 15th year. Mr. P.R Ramesh, Chairman of Deloitte India added his word of welcome and introduced Mr. Paul Druckman to the audience.



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Mr. Paul Druckman began his speech by sharing that **The International Integrated Reporting Council, UK, (IIRC)** aims to bring about 3 paradigm shifts;

1. Move from short term to long term value creation – currently reporting involves hindsight and oversight, IR focus is to add insight and foresight.
2. Shift towards 'Inclusive Capitalism'
3. Shift from silo reporting to connected/integrated reporting as currently we enter a company through 'Data' doorway where as IR will lead to entry through 'Strategy' doorway.



Mr. Paul Druckman addressing the gathering, seen in the picture (L-R) Minoo Shroff, M.K.Chouhan, Shyamak Tata and P.R.Ramesh

Sharing the statistics on wealth creation, Paul mentioned that out of the TOP 100 largest economic entities in the world, 40 entities are 'companies', if we look at TOP 150 entities the number of companies increases even more. This means Companies are the largest entities creating wealth in this world. Therefore, shift towards 'Inclusive Capitalism' is very crucial for sustainable development.

He also emphasized how IR is market led and NOT regulation led as the businesses & boards get to tell their story of how they are going about creating/ adding value to the five capitals which they use viz;

1. Social capital
2. Manufactured capital
3. Financial capital
4. Environmental capital and
5. Intellectual capital.

Paul expressed his sense of satisfaction with the uptake of IR world over, particularly in Brazil and South Africa. He shared that IR is catching attention of the top leaders and cited the example of prime ministers from Japan, Sri Lanka and Malaysia, mentioning about IR in their speeches at different forums.

Talking about newer initiatives, Paul mentioned that IIRC is setting up IR laboratories in multiple countries for experimentation by businesses interested in developing Integrated Report for their companies. He captured audience attention with his simple, straight forward, convincing and logical points that made a lot of business sense.

Paul observed that very few companies around the world talk about their performance, about 'The brand building' and building 'Relationships'. Integrated Reporting encourages companies to measure and report on such non financial value additions.



M.K. Chouhan seen welcoming Mr Shyamak Tata with a Green Certificate – Asian Centre through Grow Trees planted a grove of 10 trees on the outskirts of Udaipur, Rajasthan for community benefit.

Mr. Shyamak Tata – Deloitte India Managing Partner, Audit, responded to the presentation of Mr. Druckman and shared his thoughts on the issues and difficulties faced by the Indian companies and how they can prepare themselves for Integrated Reporting. Shyamak echoed the sentiments of Paul and reinforced the message that Integrated Reporting (IR) is communicating through the organization's strategy, its governance structure, its performance and prospects all in the context of its environment which leads to create value in the immediate, the medium and long term. He also spoke about how entities use the six capitals that Paul talked about, measure, evaluate and report, evaluate non financial assets like human resource etc. IR provides the inter relationship between financial reporting, sustainability reporting & governance.

Shyamak reiterated that IR is a communication opportunity using innovative thinking. He summarized the Strategy and the Process to follow IR as follows;

- Create buy in by the board as the first step
- Identify the material Financial and Non Financial performance measures & matrices
- Understand & determine the relationship interse.
- Have control over non financial measures and data points.

He emphasised that it may be more appropriate and meaningful to carry out IR at the Group level.



Mr. Shyamak Tata sharing his insights on IR with audience

A large number of Directors, Managing Directors, CEOs and Chairmen attended the Diamond Jubilee Director Power Breakfast Meeting. The presentation was followed by interactive session, during which Mr. Sudarshan Jain, Managing Director of Abott India Ltd, appreciated the emerging concept of Integrated Reporting. While, Mr. Abhijit Sen, former CFO, Citi Bank, India made a constructive suggestion that for concepts like IR there should be active engagement among the corporates, regulators and organizations like The IIRC. There should be efforts to avoid reporting overload and the corporate reporting should be simplified.



Chairmen, MDs, CEOs and Directors listening to Mr. Paul Druckman in rapt attention.

All in all the 75th Diamond Jubilee Director Power Breakfast Meeting in the 15th year of Asian Centre, generated very stimulating ideas and was a huge success!

The most notable and heartening thing was the fact that Mr. Minoo Shroff, who is the member of Global Advisory Board of Asian Centre and was the speaker at the first Director Power

Breakfast Meeting on 14th March 2001 was present at the 75th Director Power Breakfast Meeting also....what a proud moment for us!



Paul seen in a tete-a-tete with Minoo Shroff and Mahendra Chouhan



M.K. Chouhan presented a token of appreciation to Paul Druckman

About the speaker:

Paul Druckman is Chief Executive Officer, International Integrated Reporting Council (IIRC) He is well known and respected in business and in the accounting profession worldwide. Following an entrepreneurial career in the software industry, Paul operated as a non-executive chairman and director for companies in a variety of sectors until taking over this post. Formerly a Director of the UK Financial Reporting Council; member of the City Takeover Panel; and President of the Institute of Chartered Accountants in England and Wales (ICAEW). His high profile work on sustainability matters has included chairing The Prince's Accounting for

Sustainability Project (A4S) Executive Board and the FEE Sustainability Group - (Federation of European Accountants) is an international non-profit organisation based in Brussels that represents 47 institutes of professional accountants and auditors from 36 European countries, including all of the 28 EU Member States.)

After qualifying as an accountant in 1979, Paul immediately switched to a teaching career teaching maths and business studies, his main subject was PE.

In the 1980s and again in the 1990s he founded, grew and sold accounting software businesses.

Like many entrepreneurs, he's a great storyteller. As many other policymakers, regulators and standard setters seek to increase complexity in corporate reporting, Paul says he is in favour of simplicity. He is also a self-confessed "sports nut".
