



# INTEGRATED REPORTING ASSOCIATION TURKEY (ERTA)

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# Chair's Message

## *Our Valuable Members and Stakeholders,*

Nowadays, we know much better that focusing only on economic and financial results is not enough for organizations to survive. Many developments in the ecosystem in which companies operate have shown that non-financial risks that are not included in financial statements can lead to financial consequences for companies. Recognizing that the environmental, social and governance risks and uncertainties faced by companies directly affect their sustainability; investors have started to demand more information from companies on their non-financial performance. The pace of steps taken in the global reporting ecosystem to develop a corporate reporting system, that can respond to the changing risk environment and the changing information needs for investors and funders, continues to increase with each passing day.

On the other hand, the business world is feeling the pressure of rapid developments in external factors more and more every day, trying to adapt to the pace of change in information and technology on the one hand, and to cope with global financial crises on the other. While intensive competitions, the pressures and instabilities brought along by global developments have changed the ways of doing business, they also demand access to new resources, different management models and the implementation of longer-term policies. This development process is increasing the challenges of the business world. In this period, businesses that can create value, manage risks, seize opportunities, think strategically in the long term, and manage their relations with stakeholders well will be sustainable and permanent.

The multidimensional nature of the problems and their solutions has made integrated thinking a necessity in order to achieve sustainable performance and create lasting value. Integrated Reporting has emerged to express the result of integrated management of financial and non-financial processes. Defined as "a concise presentation of how an organization's strategy, management, performance and future prospects create value in the short, medium and long term", an integrated report aims to help all stakeholders of an organization, especially investors to make better decisions by providing a holistic perspective. This reporting scheme, which is framed on the basis of integrated thinking, is the result of an approach focused on the creation of value by organizations.

Integrated Reporting Association Turkey (ERTA) aims to spread the "Integrated Thinking" and "Integrated Reporting" approaches, raise awareness, and support their implementation through all organizations in Turkey, in the period where the integrated thinking approach is gaining increased momentum in Turkey and in the World. As ERTA, we are increasing our effectiveness and power by each day and will continue to create value by strong collaboration with all our members and stakeholders in this journey.

***Prof. Dr. Güler ARAS***

***Founding Chair***

***Integrated Reporting Association Turkey (ERTA)***

# Our Aim

ERTA aims to raise national awareness on integrated reporting and integrated thinking, build the capacity of institutions and share best practices. In this direction, ERTA aims to increase awareness of integrated thinking and integrated reporting in all institutions and organizations by collaborating with public, private sector, civil society and academic institutions at national and international level in order to improve capital markets and the investment environment. ERTA continues its journey to add value and contribute to companies, institutions and systems with the domino effect provided by strategic partnerships and goal-oriented collaborations. ERTA also adopts an inclusive partnership approach, which is the keystone of the corporate strategy, and increases its available resources in line with the realization of the targeted long and short-term goals.





# Integrated Reporting in the World and Turkey

## History of Integrated Reporting

Integrated reporting dates to the appointment of Mervyn King by Nelson Mandela in 1994 to establish the King Committee to encourage transparency and information sharing, and to alleviate the lack of confidence in South African institutions. In this process, thanks to the King I, King II, and King III reports, issued in, respectively, 1994, 2002 and 2009, have led companies to report the results of their social, environmental, and financial responsibilities, and report non-financial information in addition to financial information. After the King reports, the Johannesburg Stock Exchange required all listed companies to issue integrated reports, and for those failing that, to explain the reasons therefor (report or explain). Consequently, South Africa was the first country to order integrated reporting for listed companies.

The integrated thinking and reporting system, which became widespread with the establishment of IIRC under the leadership of Mervyn King in 2010, started to be followed closely in Turkey as well as in the world. In 2011, a working group was established by the Corporate Governance Association of Turkey (TKYD) and the Sustainable Development Association (SKD), and a study was initiated to raise awareness about integrated reporting in Turkey. TKYD acted as the contact point of IIRC in Turkey during this process. The first concrete step in Integrated Reporting in Turkey was taken with the project presented and accepted by the Investment Environment Improvement Coordination Board (YOİKK) by Prof. Dr. Güler Aras through the TÜSİAD Working Committee in 2013. The publication titled "New Era in Corporate Reporting: Integrated Reporting", which was prepared within the scope of YOİKK 2014-2015 action plan to guide companies in Turkey on integrated reporting, was published by TÜSİAD as the first guidebook on the subject.



*On November 13, 2017, the gong rang at Borsa Istanbul for companies that prepared integrated reports.*

# About ERTA

## Foundation of ERTA

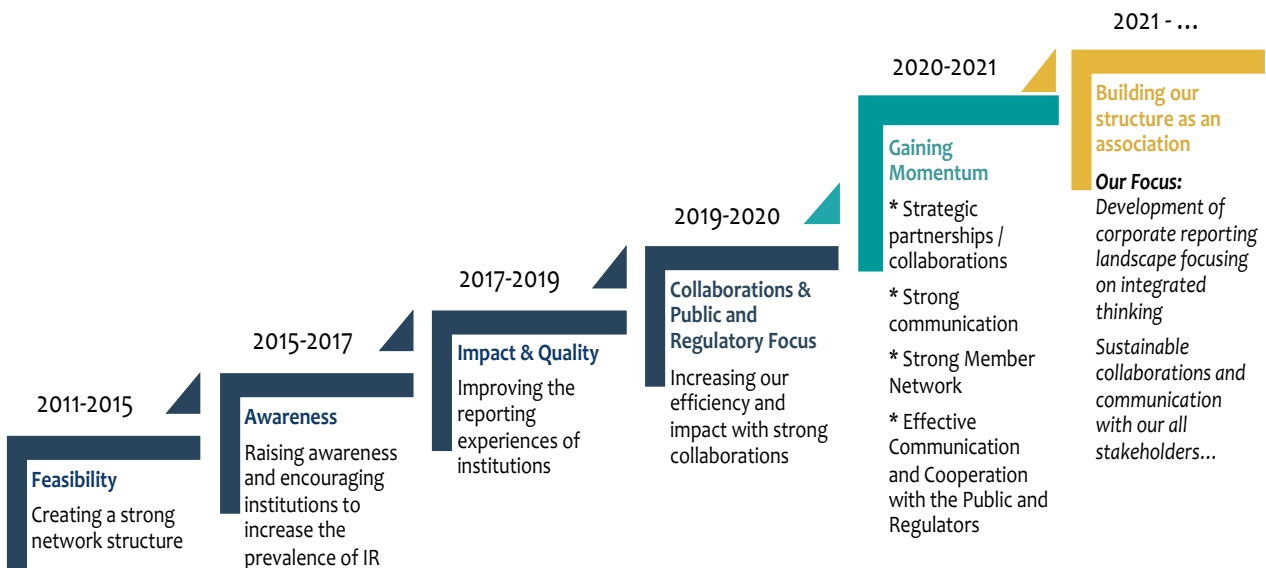
"Integrated Reporting Turkey Network (ERTA)" was established on October 21, 2015, following the Integrated Reporting Conference held by TÜSİAD. Under the chairmanship of Prof. Dr. Güler Aras (Independent Founding Member); the founding members of ERTA were TKYD, Borsa İstanbul, IIRC Turkish Ambassador, Argüden Governance Academy, Global Compact Network Turkey, Garanti Bank, SKD Turkey and Çimsa. ERTA was founded with the aim of enabling companies to report their non-financial information in an integrated manner with financial information and to promote integrated thinking.



*ERTA's establishment was announced at a gong ceremony held at Borsa İstanbul on February 15,*

## ERTA Strategy Goals

Continuing its activities with the support and cooperation of all its members and stakeholders since 2015, in line with the strategy targets at ERTA Extraordinary General Assembly held in 2021; the Integrated Reporting Turkey Network has officially become an association with the support of 30 strong institutions as "founding members". As of 2021, ERTA continues its value creation journey by increasing its effectiveness under the umbrella of "Integrated Reporting Association Turkey".



# ERTA Umbrella Organizations

December 2013



## International Integrated Reporting Council – IIRC

Global efforts on integrated reporting gained an institutional structure with the establishment of the International Integrated Reporting Council (IIRC) in 2010. The IIRC has set as its mission the preparation of an internationally accepted integrated reporting framework that will guide companies in preparing integrated reports and published the first discussion document in 2011 and the International IR Framework in December 2013 based on the institutions that started integrated reporting.

June 2021



## Value Reporting Foundation

The International Integrated Reporting Council officially merged with the Sustainability Accounting Standards Board (SASB) in June 2021 under the name Value Reporting Foundation, and as of this date, ERTA's umbrella organization became the Value Reporting Foundation. The main purpose of the Foundation is to contribute to the development of a common corporate value understanding of businesses and investors and to improve value creation processes through the integration of "Integrated Thinking Principles", "Integrated Reporting Framework" and "SASB Standards". The combined application of the Integrated Reporting Framework and SASB standards provides a complete picture of long-term corporate value creation while meeting investors' need for comparable, consistent, and reliable information.

November 2022



## International Sustainability Standards Board – ISSB

Following the establishment of the Value Reporting Foundation and related developments, the International Financial Reporting Standards Foundation (IFRS Foundation) made an official announcement at the UN Climate Summit (COP26) in 2021; The Value Reporting Foundation (VRF), the Climate Disclosure Standards Board (CDSB) and the IFRS Foundation will combine their technical expertise and resources under the umbrella of the newly established "International Sustainability Standards Board (ISSB)" with the aim of merging financial reporting and sustainability reporting under the same roof to meet the information needs of investors and facilitate compliance with country-specific or broader stakeholder requirements. In this context, in March 2022, the International Sustainability Standards Board (ISSB) published two draft standards, one on climate and the other on general sustainability-related disclosures. IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and IFRS S2 Climate-related Disclosures, which are published as drafts and based on the Integrated Reporting Framework, are expected to be finalized in 2023.

# About Integrated Reporting

## Integrated

“An integrated report is a concise communication of how an organization’s strategy, management, performance and future prospects create value in the short, medium and long term in the context of its external environment.” (IIRC)

“An integrated report is a report that clearly states the connection between a company’s activities and significant financial and sustainability issues and how sustainability issues are integrated with the long-term strategy to keep the value creation growing.” (Mervyn King).

“Integrated reporting brings together the most significant data in a company’s current reports, connects such data, and displays the way in which such data affects the company to create value today and in the future.” (Aras & Sarioğlu TÜSİAD 2015)

### Integrated Reporting is aimed at:

- Enhancing the quality of the information offered to financial report users,
- Bringing a more comprehensive and efficient approach to corporate reporting,
- Strengthening accountability and manageability for a wide base of the capital (finance, production, intellectual rights, human resources, social, relational, and natural)
- Encouraging value creation in the short, medium, and long terms.





# Why Integrated Reporting?

## From the Perspective of Companies

- Uniting financial data with social, governance and environmental data allows corporate strategies to be determined with a more comprehensive approach.
- Reporting the company's performance in various areas of activity in an interconnected manner allows the board of directors to monitor the company's activities more easily, enhances the cooperation between the senior management and the board of directors, and improves decision-making mechanisms.
- Having a wider perspective about the value created by the company ensures that the company adapts its strategies, resource distribution and governance accordingly.
- Offers a more forward-looking, long-term perspective instead of short-term plans.
- Through integrated reporting, organizations can see not only economic risks, but also sustainability risks and perform better risk analysis.
- Allows sustainability issues to be included in the company's decision-making mechanisms.
- Encourages the development of innovation culture in the company.
- Strengthens stakeholder participation, thereby allowing the company to better understand the expectations of its stakeholders.
- It strengthens the organization's communication with its employees as well as with external stakeholders. Better communication of the value created to employees encourages a better understanding of common goals and greater employee involvement in processes, increasing motivation and commitment.
- Sharing the performance of the company openly including both the positive and negative aspects add to the stakeholders' confidence, brand value and prestige.
- Companies gain competitive advantage through cost reduction, operational efficiency, increased brand value and innovation.

## From the Perspective of Investors

Today, while making investment decisions, investors would like to see not only financial but also non-financial risks and to know how companies manage all of these risks and the value they create in the short, medium and long term. Integrated reporting provides a more comprehensive picture of company performance by providing a framework of all the key information that investors need to determine the true value of a company. As the percentage of a company's physical and financial assets in the company's value is decreasing day by day, a more comprehensive and transparent disclosure that includes the company's strategy, business model and ESG (Environmental, Social and Governance) performance reduces uncertainty for investors.

- Ensures that the quality of the data used in reporting is enhanced and such data are interconnected; important issues are reported in line with the expectations of the investors.
- Offers reliable, comprehensive, standard, and comparable data for the investors.
- Investors can discriminate the companies that have deep information about their material risks and opportunities and prefer companies with better risk and opportunity management for their investments.

# Why Integrated Reporting?

## From the Perspective of Other Stakeholders

- Ensures that the company gets to know all its stakeholders better and determines a different communication method with each stakeholder and therefore strengthens communication with the stakeholders.
- It enables the organization to describe its relationship with the supply chain and how it creates value along this chain.
- Allows the suppliers to form closer relations with the company. Helps suppliers to raise awareness on sustainability. Improves cooperation with the supply chain.
- As the company better reflects itself and the value it creates to its stakeholders, young and talented people can get to know companies better and make their preferences for a workplace more easily.
- Adds to the social and environmental responsibility, influencing both the employees and the society.

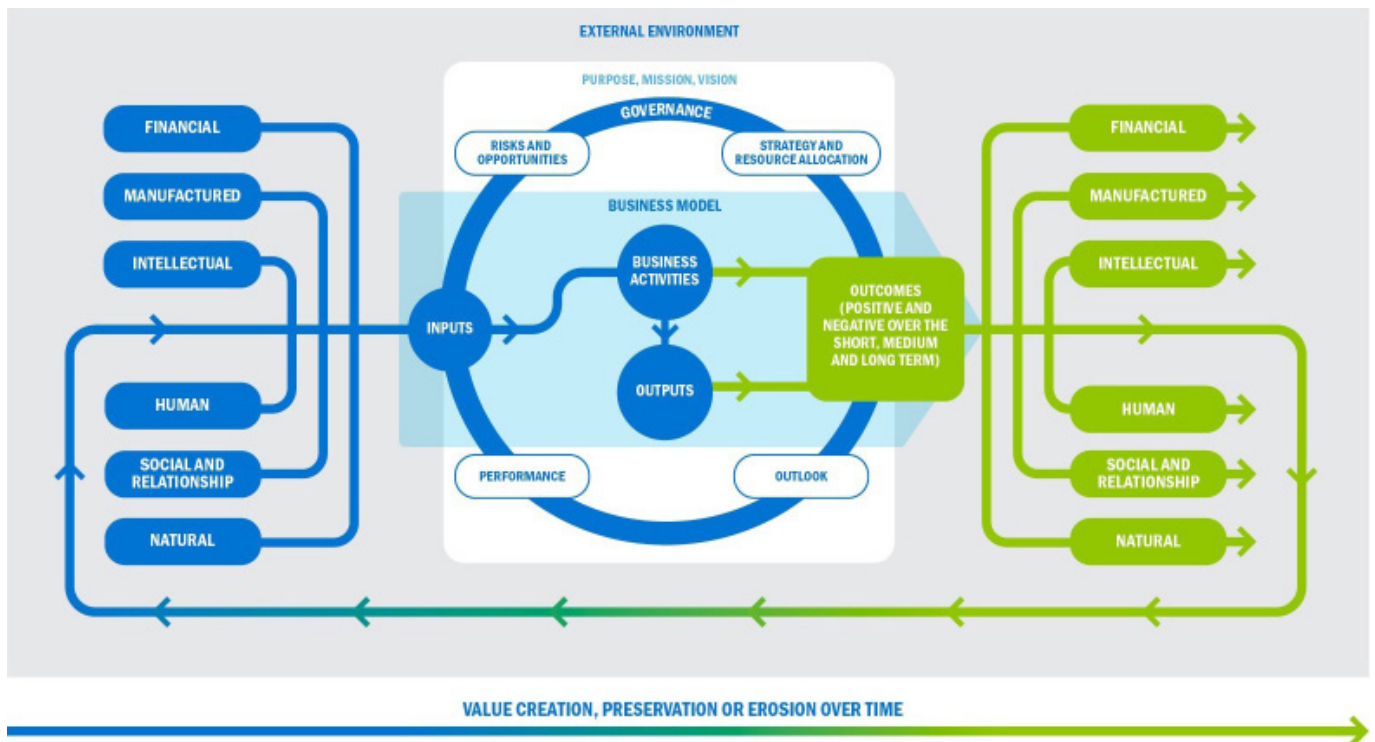


*Companies that focus on competition only will be eliminated in the end while those focusing on creating value will grow each day.*

Edward de Bono



Source: Güler Aras, Gaye Uğur Sarioğlu, “Kurumsal Raporlamada Yeni Dönem: Entegre Raporlama”, TÜSİAD 2015



# Organizational Structure of ERTA

## ERTA Board Member

### ERTA Board Members (2021 – 2024)

#### Executive Members

- Prof. Dr. Güler Aras (Founding Chair/Independent Member)
- Allianz Insurance (Ersin Pak)
- Borusan Holding (Barış Kökoğlu)
- Çimsa Cement Industry and Trade (Mustafa Aydın)
- Erdemir Group (M. Serdar Başoğlu)
- Garanti BBVA (Işıl Akdemir Evlioğlu)
- Business Council for Sustainable Development Turkey (SKD Türkiye) (R. Ediz Günsel)
- Development and Investment Bank of Turkey (İbrahim Halil Öztop – Seçil Yıldız)
- Industrial Development Bank of Turkey (TSKB) (Murat Bilgiç)

#### Alternate Members

- Coca Cola (CCI) (Servet Yıldırım)
- KORDSA (Volkan Özkan)
- Logo Software (Gülnur Anlaş)
- Şekerbank (Aybala Şimşek)
- Yapı Kredi Bank (Arda Öztaşkın)

## ERTA Supervisory Board

### ERTA Audit Committee Members (2021-2024)

#### Executive Members

- Deloitte Turkey (Cüneyt Kırlar)
- KPMG Turkey (Şirin Soysal)
- Mazars Turkey (Dr. İzel Levi Coşkun)

#### Alternate Members

- Centrum Turkey (Burçin Gözlüklü)
- EY Turkey (Zeynep Okuyan Özdemir)
- PwC Turkey (Evren Sezer)

# Members of ERTA

## ERTA Founding Members

- Prof. Dr. Güler Aras (Independent Member)
- Allianz Insurance
- Argüden Governance Academy Foundation
- Aykar Consulting
- Borusan Holding
- Business Council for Sustainable Development Turkey (BCSD Turkey)
- Centrum Turkey
- Coca Cola (CCI)
- Çimsa Cement Industry and Trade
- Deloitte Turkey
- Erdemir Group
- Escarus – TSKB Sustainability Consultancy
- E&Y Turkey
- Fibertex Nonwoven
- Garanti BBVA
- GÜN+Partners
- KORDSA
- KPMG Turkey
- Logo Software
- LuckyEye
- Mazars Turkey
- Prof. Dr. Vedat Akgiray
- PwC Turkey
- S360 Sustainability Services
- Şekerbank
- Development and Investment Bank of Turkey
- Corporate Governance Association of Turkey (TKYD)
- Industrial Development Bank of Turkey
- International Tayburn Group
- Yapı Kredi Bank



## Academic and Honorary Members

- Real Person Member, Prof. Dr. Güler Aras, Yıldız Technical University
- Argüden Governance Academy
- Borsa Istanbul
- Çimsa Cement Industry and Trade
- Garanti Bank A.Ş.
- Global Compact Turkey
- Business Council for Sustainable Development (BCSD Turkey)
- Prof. Dr. Vedat Akgiray, Boğaziçi University
- Turkish Industry and Business Association (TUSIAD)
- Corporate Governance Association of Turkey (TKYD)





# Members of ERTA

## Members of ERTA

- ACCA
- Akademi Çevre Integrated Waste Management Industry Inc.
- Akçansa Cement Industry and Trade Inc.
- Akenerji
- Allianz Insurance Inc.
- Argüden Governance Academy Foundation
- Aydem Holding Inc.
- Aykar Consulting
- Boğaziçi University Center for Corporate Governance and Financial Regulation Application
- Borusan Holding
- Business Council for Sustainable Development Turkey (BCSD Turkey)
- Centrum Turkey
- Coca Cola (CCI) Inc.
- Corporate Governance Association of Turkey (TKYD)
- ÇİMSA Inc.
- Deloitte Turkey
- Denizbank Inc.
- Development Investment Bank of Turkey Inc.
- Ereğli Iron and Steel Factories
- Escarus – TSKB Sustainability Consulting Inc.
- E&Y Turkey
- Fibertex Nonwoven
- Garanti BBVA
- GÜN+Partners
- İş Bank Inc.
- Kordsa
- KPMG Turkey
- Logo Software Inc.
- LuckyEye
- Mazars
- Narter&Partners
- PwC Turkey
- SEMTRIO Education and Consultancy Inc.
- SERCOM Sustainability Management and Corporate Reporting Consultancy Inc.
- Smarte Energy
- S360 Sustainability Services Inc.
- Şekerbank Inc.
- TÜPRAŞ (Oil Refineries of Turkey) Inc.
- TSKB Inc.
- Tayburn Group Inc.
- Yapı Kredi Bank Inc.
- Yıldız Technical University, Center for Finance, Governance and Sustainability (CFGs)
- Zorlu Energy Inc.

# ERTA Committees



## Climate Change, Environment and Sustainability Working Committee

ERTA Climate Change, Environment and Sustainability Working Committee was established to carry out activities and projects on climate change, environment, and sustainability issues, to support ERTA members and stakeholders to make the world more sustainable for future generations both individually and corporately, and to carry out awareness raising activities on environment, social responsibility, and corporate governance (ESG). The Working Committee aims to create value by the organization of several activities on different subjects prioritizing the climate crisis, the development of sector-specific sustainable roadmaps for low-carbon development, the development of national and international projects for greenhouse gas emission reduction strategies and the awareness and education programmes targeted at ERTA members and our stakeholders.

Co-Chairs of the Working Committee: Allianz Insurance (Ersin Pak) – Industrial Development Bank of Turkey (Meral Murathan)

## Sustainable Finance Working Committee

ERTA Sustainability Finance Working Committee was established with the aim of developing low-carbon green financing tools and products for all sectors, especially the finance sector, and increasing sustainable development-oriented collaborations and leading the rule makers with the aim of developing the understanding and practices of “Sustainable Finance”. The working committee closely monitors national and international agendas, legislation, and practices, analyzes the current situations, carries out activities to increase the awareness of its members and stakeholders in order to increase green financing products and mobilize capital across a wide range of investors and organizes national and international trainings to share good practice examples. By adopting an integrated thinking approach, it works as a bridge between the traditional finance models and investment instruments issued in accordance with Environmental, Social and Governance (ESG) principles, and pioneer’s companies in accessing sustainable finance.

Co-Chairs of the Working Committee: Borusan Holding (Barış Kökoğlu) – Garanti BBVA (İşıl Akdemir Evlioğlu) – Development and Investment Bank of Turkey (Seçil Yıldız)

# ERTA Committees

## Working Committee on Improvement of the Investment Environment

ERTA Working Committee on Improvement of the Investment Environment aims to contribute the investment environment of Turkey with the close monitoring of changing trends of investment and trades and be a supportive platform to develop the investor relations of its members and stakeholders. With the participations of expert and investor relations professionals from member companies, it analyses the expectations of companies and investors and carries out activities to establish cooperation with national and international institutions, non-governmental organizations, and regulatory bodies. In line with the strategies developed, it provides road maps to support companies to benefit more from the national and global investments and help to the development of related regulatory infrastructure. The committee also aims to raise awareness on integrated thinking and integrated reporting, which are especially critical for investors in evaluating companies' performances.

Co-Chair of the Working Committee: Çimsa Cement Industry and Trade (Mustafa Aydın)

## Global Relations and Legislation Working Committee

ERTA Global Relations Working Committee aims to strengthen ERTA's global relations through collaborations with leading international organizations, primarily our umbrella organization the International Sustainability Standards Board (ISSB) and to inform its members and stakeholders by closely following developments in the corporate reporting ecosystem. It carries out activities to raise awareness of "Integrated Thinking" and "Integrated Reporting" in Turkey and to support member companies and stakeholders to operate more effectively at the global level. The Committee actively supports the adaptation of the national legislation and reporting framework with the close monitoring of the international standards and by close cooperation with the global standard setters. The committee develops joint projects with national and international organizations, regulatory bodies, public institutions, and other relevant stakeholders.

Co-Chairs of the Working Committee: Prof. Dr. Güler Aras - BCSD Turkey (Ediz Günsel)

## Corporate Governance Working Committee

ERTA Corporate Governance Working Committee aims to support and improve the existing corporate governance practices in Turkey. It follows worldwide corporate governance practices and pioneers the integration of environmental and social responsibility strategies into corporate governance processes. The committee supports the internalization and prioritization of the concepts of Sustainability and Integrated Reporting in companies' business models in line with the Sustainable Development Goals. The committee also aims to develop ERTA's corporate governance and corporate relations in line with its the strategic goals and needs.

Co-Chairs of the Working Committee: Erdemir Group (Serdar Başoğlu) - LOGO Software (Gülnur Anlaş)

# Investing for the Future

## Integrated Reporting Trainings Organized in Cooperation with ERTA's Member Companies

### ACCA Training Cooperation

Accredited by ACCA's Value Reporting Foundation, the "ACCA Certificate in Integrated Reporting Programme" is designed for organizations and related professionals interested in gaining a better understanding of the integrated reporting framework, taking greater advantage of the benefits of integrated reporting, and implementing integrated reporting. The ACCA Integrated Reporting Certificate Program enables participants to gain skills ranging from general awareness of Integrated Reporting to the preparation of Integrated Reporting. The program is fully online, and the language of the program is English. Participants can access the modules for 365 days after enrolling in the certificate program.



### KPMG Turkey Training Cooperation

Within the scope of the training cooperation between the Integrated Reporting Association Turkey (ERTA) and KPMG Turkey, it is aimed that the participants who successfully complete the "Integrated Reporting Training" accredited by the International Integrated Reporting Council IIRC, which is carried out with the participation of KPMG experts, will be able to apply the basic elements of Integrated Reporting such as value creation and capitals to companies and reach the level of "practitioner" competence that can actively participate in a team that performs Integrated Reporting using integrated thinking.



### YTU Corporate Governance, Sustainability Research and Application Center (CFGS) Training

"Integrated Reporting Awareness Trainings", organized in cooperation with Yıldız Technical University Finance, Corporate Governance, Sustainability Research and Application Center (CFGS), aims to increase the awareness and knowledge level of institutions on integrated reporting and value creation. The Integrated Reporting Awareness Training aims to provide information for corporate communications, investor relations and sustainability managers, as well as the Integrated Reporting Framework, accompanied by examples of good practices.



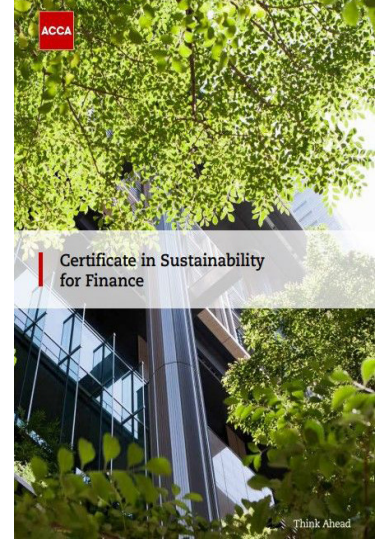


# Investing for the Future

## Other Trainings Organized in Cooperation with ERTA Member Companies

### ACCA Turkey: Sustainability for Finance Certificate Program

The ACCA Certificate in Sustainability for Finance is designed for finance and accounting professionals to gain a better understanding of sustainability and its impact on organizations and their roles in this regard. By the end of the program, participants will understand why sustainability is important for finance and accounting professionals, businesses and economies; evaluate sustainability and related business value chains, business models and business practices; identify the risks posed by climate change and the financial implications of these risks; understand reporting frameworks for climate change risk disclosures; and understand the UN Sustainable Development Goals, will be able to explain why Environmental, Social and Governance ESG issues are important for their businesses, will be able to evaluate the systems and processes for collecting, analyzing and reporting ESG information, will be able to explain why sustainability analytics is important for their businesses, and will be able to evaluate the approach to gathering, analyzing and interpreting ESG data.



### Escarus –TSKB Sustainable Consulting: Climate Change, Regulation and Reporting Training

“Climate Change, Regulation and Reporting Training” focuses on the impacts of climate change in the light of national and international developments, especially the changes in regulations and standards and the impact of these developments on reporting practices. At the end of the training, it is aimed that the participants will have information about the effects of current developments on the climate change agenda on organizations and companies and the issues they should pay attention to integrate into their reporting processes.



### Semtrio Training and Consultancy Inc: ISO 14064 Corporate Carbon Footprint Calculation and Application Training

“Corporate Carbon Footprint Calculation and Implementation Training according to ISO 14064-1 Standard”, organized in cooperation with ERTA and Semtrio Consulting, was created to comprehensively address the technical content and principles of ISO 14064:2018, greenhouse gas monitoring, reporting, verification, mitigation, materiality analysis and greenhouse gas inventory quality management. Through the training, it is aimed to provide participants with comprehensive information about the detailed transfer of the content of the standard and the application part and the correct preparation of greenhouse gas inventory in institutions, the importance of greenhouse gas inventory and corporate carbon footprint calculation in determining the organization and activity limits, the selection of emission factors and the materiality analysis of greenhouse gas sources.



# Investing for the Future

## ERTA Meeting Series

### ERTA – Value Creators Webinar Series (Value Creating CEOs Meeting, Value Creating CFOs Meeting)

In ERTA Value Creators Webinar Series, the importance of developing integrated thinking and sustainable value creation perspective in organizations and its integration into the long-term strategies of organizations, sharing the value creation models of companies with sectoral examples and the visionary leadership experiences of CEOs and CFOs with their changing roles today are shared.



### ERTA – Turkey's Green Transformation Strategies Meeting Series

Series include sharing information on the activities carried out by institutions for the green transformation process, evaluations on the process awaiting companies in Turkey in line with recent developments, assessments on the importance of integrated reporting in the development of green banking activities, green transformation of SME-scale companies, sustainable finance targets and green transformation strategies targeted in sectors in line with Turkey's carbon reduction target.



### ERTA – Experience Sharing Meetings

Within the scope of ERTA Integrated Reporting Experience Sharing Meetings series, companies' integrated journeys, national and international best practice examples, sustainable value creation models of organizations, evaluations on integrated reporting motivations and gains are shared.





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