GRI’s *Reporting 2025* project looks ahead at what thought leaders expect to be the main issues on companies’ agendas – and in their reports – ten years from now. Through a series of in-depth interviews with thought leaders in various fields, GRI is building an open dialogue that will form the basis for meaningful future corporate disclosures.

Edited highlights of these interviews will be posted every month on the [Reporting 2025 webpage](#), along with related references that enrich the discussion. GRI will update and publish an analysis of the main trends identified in these interviews every quarter. In January 2016 the final publication will present a roadmap for the future of reporting.

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**Increase in societal awareness will lead to conscious reporting**

Dr. Roberto de Ocampo, OBE, is a founding partner of [Centennial Group International](#) and Chairman of [Centennial Asia Advisors](#) in the Philippines. A leader in his region, he heads the [Development Bank of the Philippines](#) and is Chairman of the [Philippine Veterans Bank](#).

In the future, the increased freedom we will enjoy through living and working in different regions and countries will enhance our interaction with – and awareness of – a variety of issues. This awareness, believes de Ocampo, will require a higher level of consciousness in companies’ decision-making.

**Society: stronger interactions lead to greater awareness**

“There has been a growing awareness of changes in social relationships, changes in society, changes in people’s relation to their overall global environment, which has raised a number of issues more recently than there had been in the past,” says de Ocampo. “Interaction among nations and people has become much more frequent – and, sometimes, more delicate. As our society becomes more globalized, positive and transitional interaction will take place.”

According to de Ocampo, this is all to do with the global community’s adjustment to new realities. Take the Philippines, for example – ten million people out of a total population of 100 million are currently working overseas. De Ocampo notes that it’s these workers who bring back not only money but also new perspectives on the environment and society, together with new demands.

“It’s happening in Europe too,” says de Ocampo. “The interaction of communities is progressing, not decreasing. Many people do not return to their homeland. They stay in their adopted country, thereby altering the nature, composition and interaction within those societies.”

These shifts will all be happening simultaneously, says de Ocampo: “Societies that interact will be searching for ways to live peacefully with each other, and will be more conscious about the protection of the planet. They will have a better sense of how to preserve the future for successive generations.”
Companies: global and local operations will be ruled by society’s awareness

This will have an impact on the way companies operate, says de Ocampo. Ten years ago, the financial crisis meant people had to be “rocket scientists in all kinds of derivatives and financial permutations”. Today the picture is different – we’re looking at business through the wide lens of our consciousness.

“It is going to be almost impossible to ignore the increasing awareness that making a profit does not excuse any corporation or any individual or entrepreneur from avoiding their responsibility to the rest of society,” says de Ocampo.

“Sometimes ‘going global’ gets a bad name. It can be used to justify the exploitation of vulnerable workers (paying low wages, for example), so that a company can improve its bottom line,” explains de Ocampo. “Unfortunately, this is likely to continue in the coming ten years; it just happens to be the ‘arithmetic’ of business.”

So how can this benefit society? “When locating a multinational operation, business managers will have to be much more sensitive when it comes to economic buying power in the local society,” he notes. “And not just what looks good for the bottom line at head office.”

Get ready: reports will express the consciousness of the company

New measurements will be needed to provide a total picture.

“It would be unrealistic to think that, in the future, companies would not be measured to some extent in the same way as they are now,” says de Ocampo. “What will happen is that an additional set of metrics will provide a total picture – not just one measurement that tries to present the entire company’s worth to investors or society.”

“What we didn’t have ten years ago was the type of reporting mentioned above, where a company is more conscious of sustainability in the future, because they have recognized that the bottom line is not just the only thing that matters.”

What does this mean for the content of future reports?

“I think that there will be a part of a company’s reporting that is going to do with the financial reports and marketing reports more or less the same way they are now,” says de Ocampo.