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Integrated Reporting – Are we there yet?



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Agenda

- 1 What is integrated reporting?
- 2 Recent developments
- 3 Quality of information
- 4 Outcomes
- 5 Measuring success

What is integrated reporting?

1

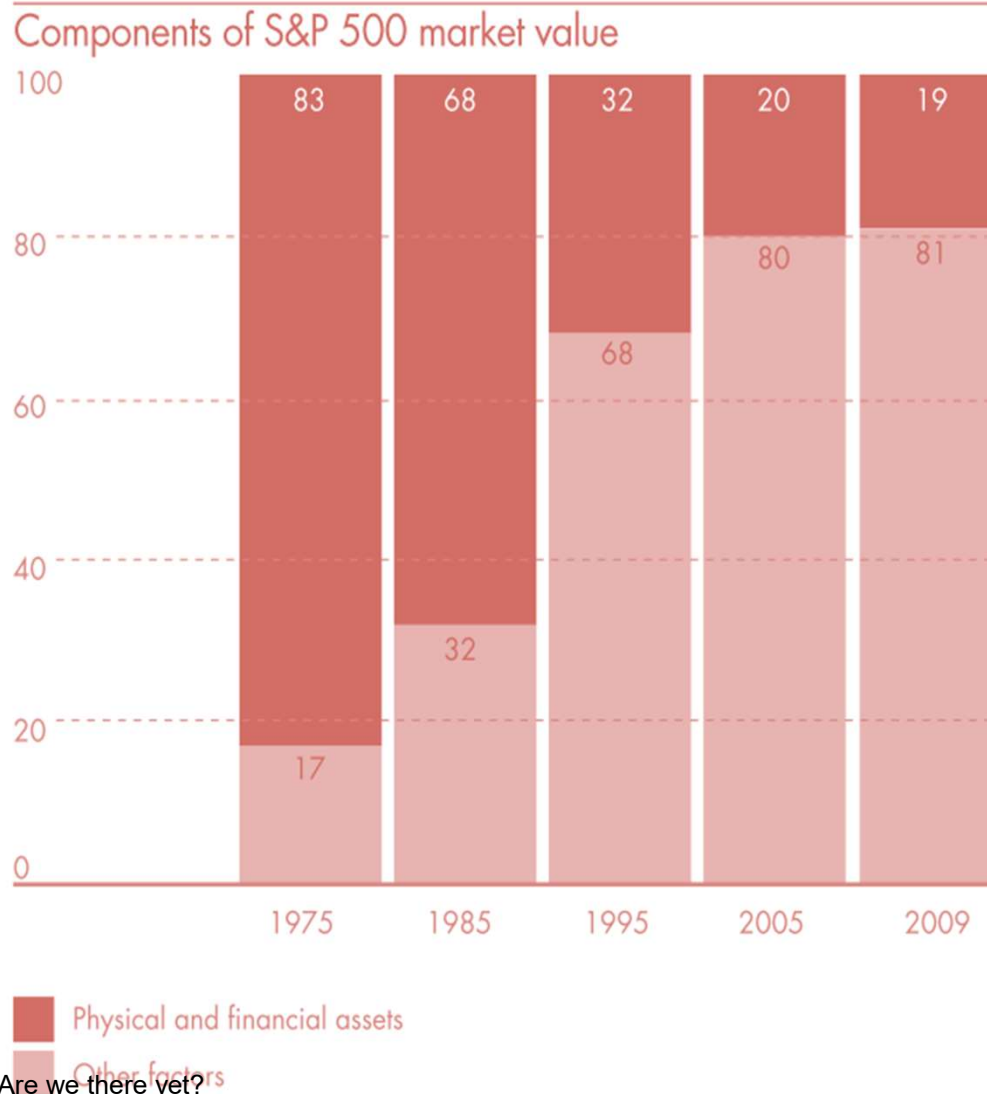
What is integrated reporting?

Are we there yet?

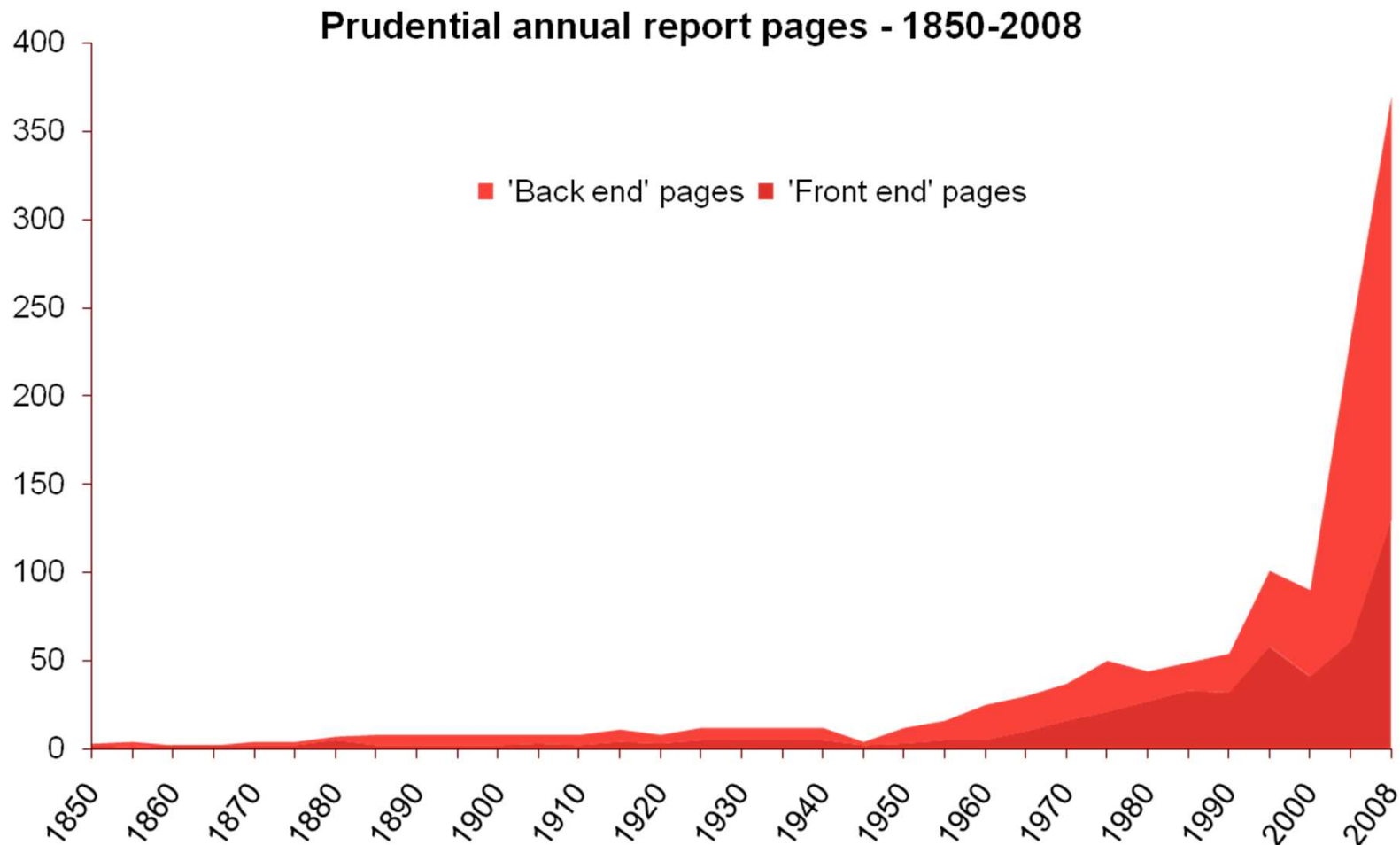
What is integrated reporting?



Current reporting falls short of information needs



And yet length and complexity is a problem



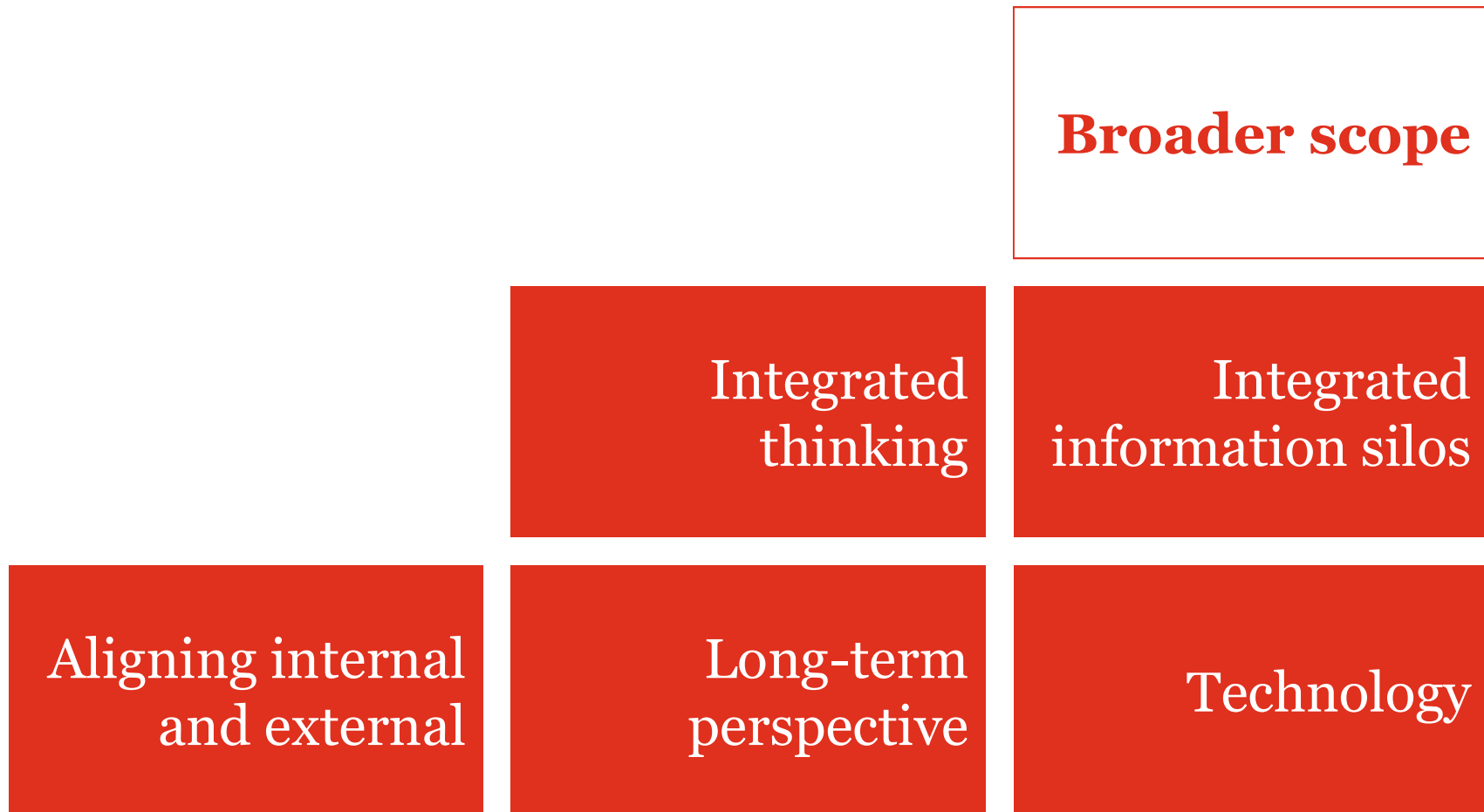
The integrated report

Integrated report defined

An integrated report is a **concise communication** about how an organization's **strategy, governance, performance** and **prospects**, in the context of its **external environment**, lead to the **creation of value** over the **short, medium and long term**.

*(The International <IR> Framework,
December 2013)*

Key difference to traditional reporting



Recent developments

2

The integrated reporting

IIRC Framework panel

The **role** of the <IR> Framework Panel is to **recommend** for Board sign-off any **revisions, modifications or updates** to the International <IR> Framework.

The Panel also **provides input** as requested on **other guidance material** related to Integrated Reporting and integrated thinking that is developed under the auspices of, coordinated through, or issued by the IIRC.

Quality of information

3

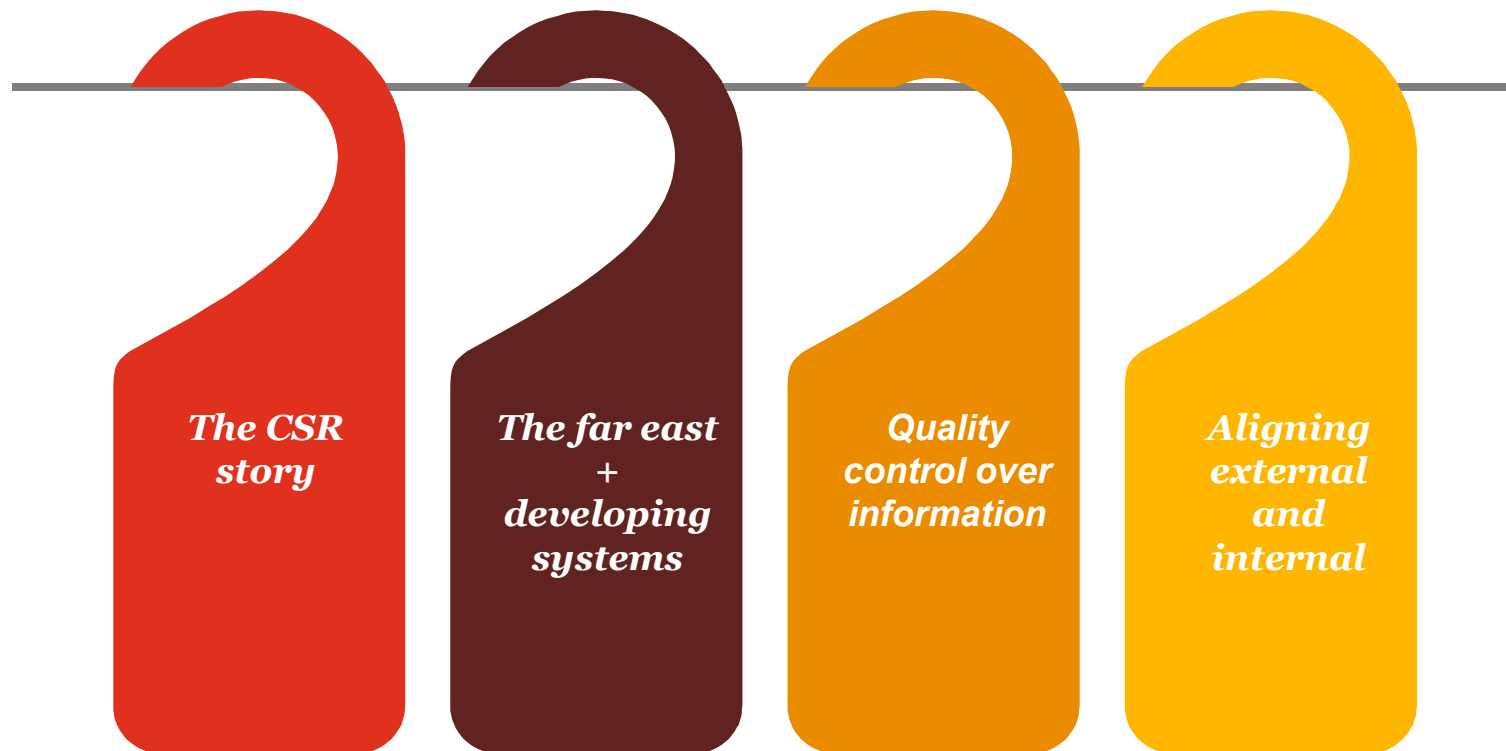
Quality of information

Confidence in reliability of contents of
integrated report?

Quality of information

Consistency of internally and externally reported information

Quality of information



Outcomes

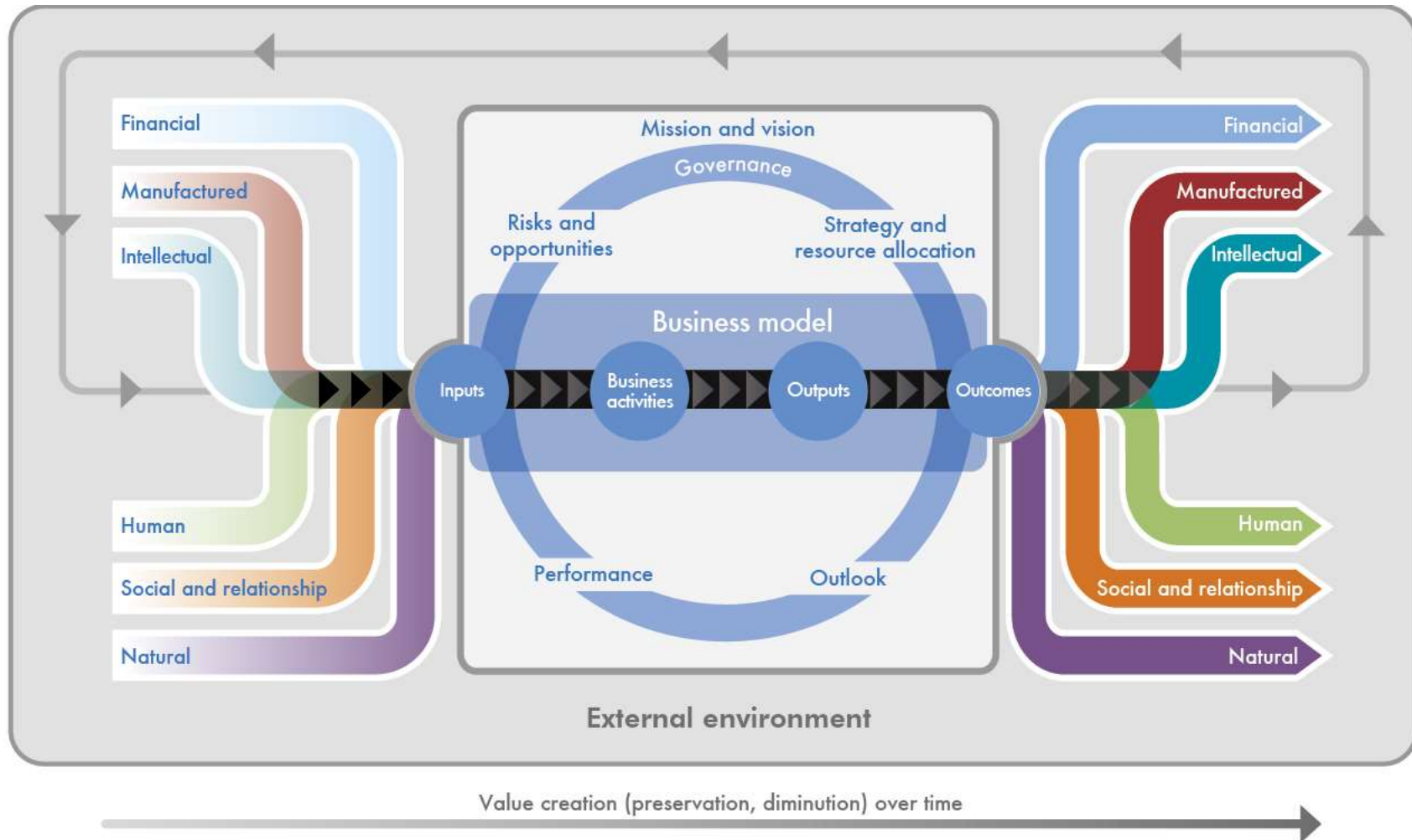
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Outcomes

Focused on outcomes or outputs?

Outcomes

The value creation process



Outputs to outcomes

**The
stakeholder
engagement
story**

**Understanding
the capitals**

*Mervyn King

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Outcomes?



Measuring success

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Measuring success

Broader
definition of
success

Metrics

Remuneration
and King IV

Defining the
end goal

*Mervyn King

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Questions?

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