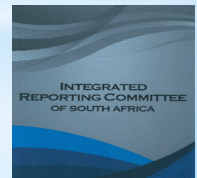


Integrated Reporting in South Africa

Leigh Roberts CA(SA)
Integrated Reporting Committee
of South Africa

Chief Executive and Chairman of the
Working Group

November 2016



Since 2010. . .

- ❖ **Trends**
- ✓ **We're pretty good at**
- **We're working on**

For more information on the history of Integrated Reporting in South Africa refer to the Conference publication or www.integratedreportingsa.org



Trends

- ❖ **Slimmer reports**
- ❖ **Octopus model**
- ❖ **New focus on Integrated Thinking**
- ❖ **Process**



3

We're pretty good at

- ✓ **Credibility – board, combined assurance**
- ✓ **Connectivity tools - infographics, icons**
- ✓ **Business model**
- ✓ **Stakeholder information**
- ✓ **Risk disclosure**
- ✓ **Linking external environment to strategy**
- ✓ **Understandability and report structure**

**Barclays Africa, Gold Fields,
Liberty Holdings, Sasol**



We're working on

- **Outcomes – vs outputs, negative outcomes**
- **Performance against strategic objectives**
- **Strategic resource allocation plans**
- **Relevant governance information**
- **Trade-offs between the capitals**
- **Better balance in reports**

