

ACHIEVING BALANCE IN THE INTEGRATED REPORT

Tracey Davies - *Just Share*

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Host: Mark Hoffman - *IRC Working Group*

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THE PURPOSE OF THE INFORMATION PAPER

- To assist organizations achieve the **balance** in reporting that is essential to the **credibility and usefulness** of their integrated reports
- Aimed at:
 - preparers;
 - executives and members of the governing body;
 - users of reports.



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WHAT BALANCED REPORTING MEANS

- “A balanced integrated report is a **complete** report”
- Recent academic research has revealed three important variables in the quality and balance of integrated reports:
 - Balance between **good and bad news**.
 - A mix between **forward-looking and non-forward looking** information.
 - Balance between **qualitative and quantitative** information.

CHALLENGES

- Lack of **commitment** to transparency and accountability
- Inadequate **processes and systems** to support complete and balanced reporting
- **Uncertainty** about what to report
- Concerns about potential **negative consequences** of reporting sub-optimal information
- Over-reliance on **consultants**

BENEFITS OF BALANCED REPORTING

Balanced reporting, and the **legitimacy and credibility** it brings, affords many benefits to the organization, including:

- *Enhanced **trust and reputation***
- ***Accurate** narrative*
- *Information obtained through the process could be **useful***
- *An **open and transparent** organizational culture*
- *A **consistent** message*
- *Reflects **enlightened**, strategically-focused leadership*

KEY CONSIDERATIONS

The following key considerations can assist organisations in achieving balanced reporting:

- A commitment to **responsible leadership**
- **Planning and processes** for credible reporting
- **Integrated thinking**
- A complete process for determining **material matters**
- A well-considered **assurance** process
- Inclusion, and unbiased reflection, of **good and bad** news
- Showing the response to the **needs of stakeholders**
- **Forward-looking** and historic information
- **Qualitative and quantitative** information
- **Risks and opportunities**

THE ROLE OF LEADERSHIP AND GOVERNANCE

*The governing body is responsible for the organisation's strategic direction and actions as well as its **balanced and transparent reporting***

*The governing body sets **the tone on transparency**: the unambiguous and truthful exercise of accountability*

The background is a dark blue gradient. In the four corners, there are decorative white line-art elements resembling circuit traces or neural network connections, with small circles at the end of the lines.

Panel Discussion

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