

Implementing an Integrated Reporting process

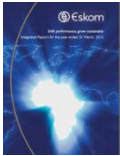
IFAC Seminar

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Eskom's integrated reporting journey

Awards

- 2nd in 2011 E&Y's Sustainability Reporting Awards
- Excellence in 2012 E&Y's IR Awards
- Winner 2012 Nkonki SOC IR Awards
- First non-listed winner basic materials and resources category in 2012 Investment Analyst Society Awards

2002

First Integrated Annual Report (including Financial and Sustainability information)



1994

First Environmental Report for Eskom

In support of

REMEMBER YOUR POWER. 49m

2008

Integrated Annual Results with first B+ GRI declaration



2012

Integrated report aligned with IIRC and IRC of SA discussion papers
B+ GRI declaration

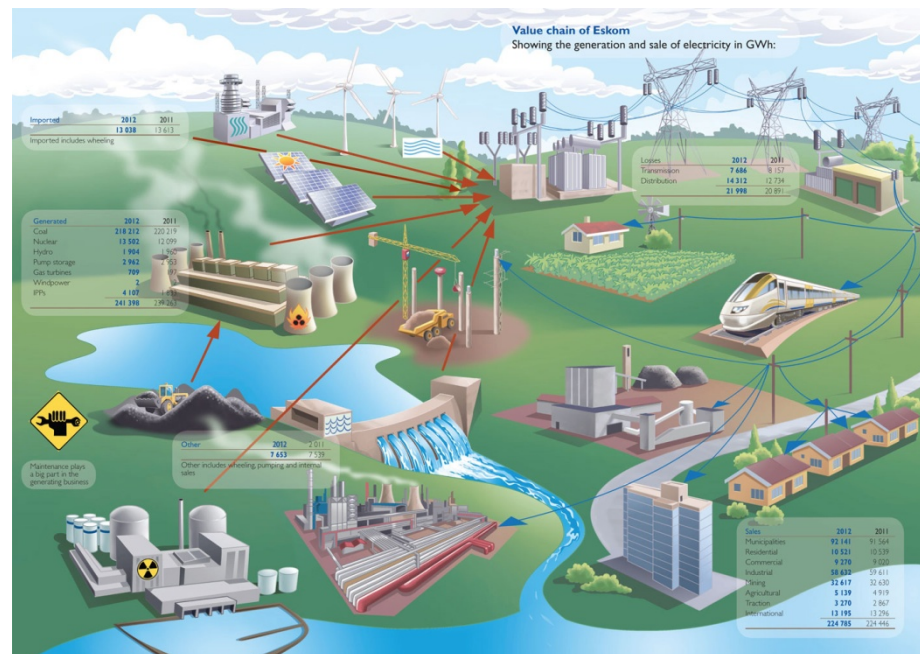


2011

Integrated Annual Results with B+ GRI declaration



Eskom's 2012 report written from a value chain perspective



Key Successes in getting IR done

1. Taking the first step

- Creating the right level of governance and support structures
- Testing the IR framework (Eskom used the Quarterly shareholder report; January 2012)

2. Early agreement by senior management to IR objectives

- Material issues
- Structure (Hard Copy and website design)
- Timelines (shortest year-end release)
- Stakeholder engagement

3. IR driven by the Finance Director

- Strong support from a core team with different skill sets to deliver on the agreed IR objectives

1. Developing IR **capacity**
2. Ensuring **consistency** between different reports (Integrated report, Divisional report, Financial statements) – particularly from an editing perspective
3. Tight timelines can cause lack of “thought through content” from content owners (link to capacity development)
4. The development of a divisional report in parallel to the IR diluted the IR as the “primary report”.

Areas of focus going forward

1. **Alignment** of monthly reporting and IR reporting processes
2. Use of collaborative **reporting software** to streamline reporting and editing of content as well as develop better connectivity of information between various reports
3. **Website** enhancements: Further improve the functionality and **connectivity** of information and create a consistent platform for Integrated Reporting
4. Improve on the systemic **integration** of **stakeholder engagement** with the material issues
5. IR has a **forward-looking focus**. Accordingly, more effort must be placed on developing relevant **leading indicators** that are materially connected to the various capitals of the IR framework

Thank you

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