



Implementing an Integrated Reporting process

IFAC Seminar

14 November 2012

Ian Jameson

Chief Advisor: Climate Change and Sustainable Development

Sustainability Division



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

2008
Integrated Annual Results with first B+ GRI declaration



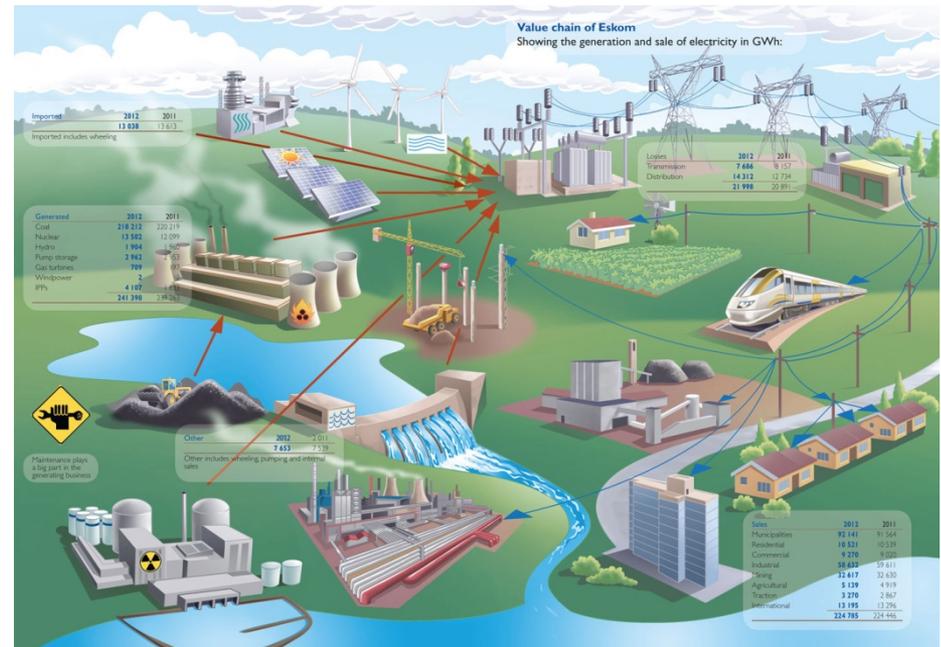
2011
Integrated Annual Results with B+ GRI declaration



2012
Integrated report aligned with IIRC and IRC of SA discussion papers
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

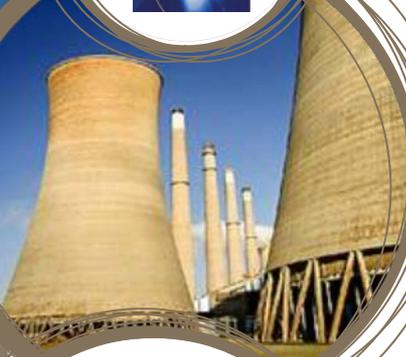
- Strong support from a core team with different skill sets to deliver on the agreed IR objectives

Deferred Successes (Challenges)

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

Ian Jameson

Chief Advisor
Climate Change and Sustainable Development
Group Sustainability
Eskom Holdings Limited
Tel +27-11-800-3033
Fax +27-86-662-9081
Cell +27-82-876-8226
Email Ian.Jameson@eskom.co.za

