

Reporting on Outcomes



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Sustainability matters



International <IR> Framework

Published in 2013 and endorsed by the IRC of SA as guidance on how to prepare an integrated report

It can be used as the reference document for the integrated reporting requirement set out in the King Code.

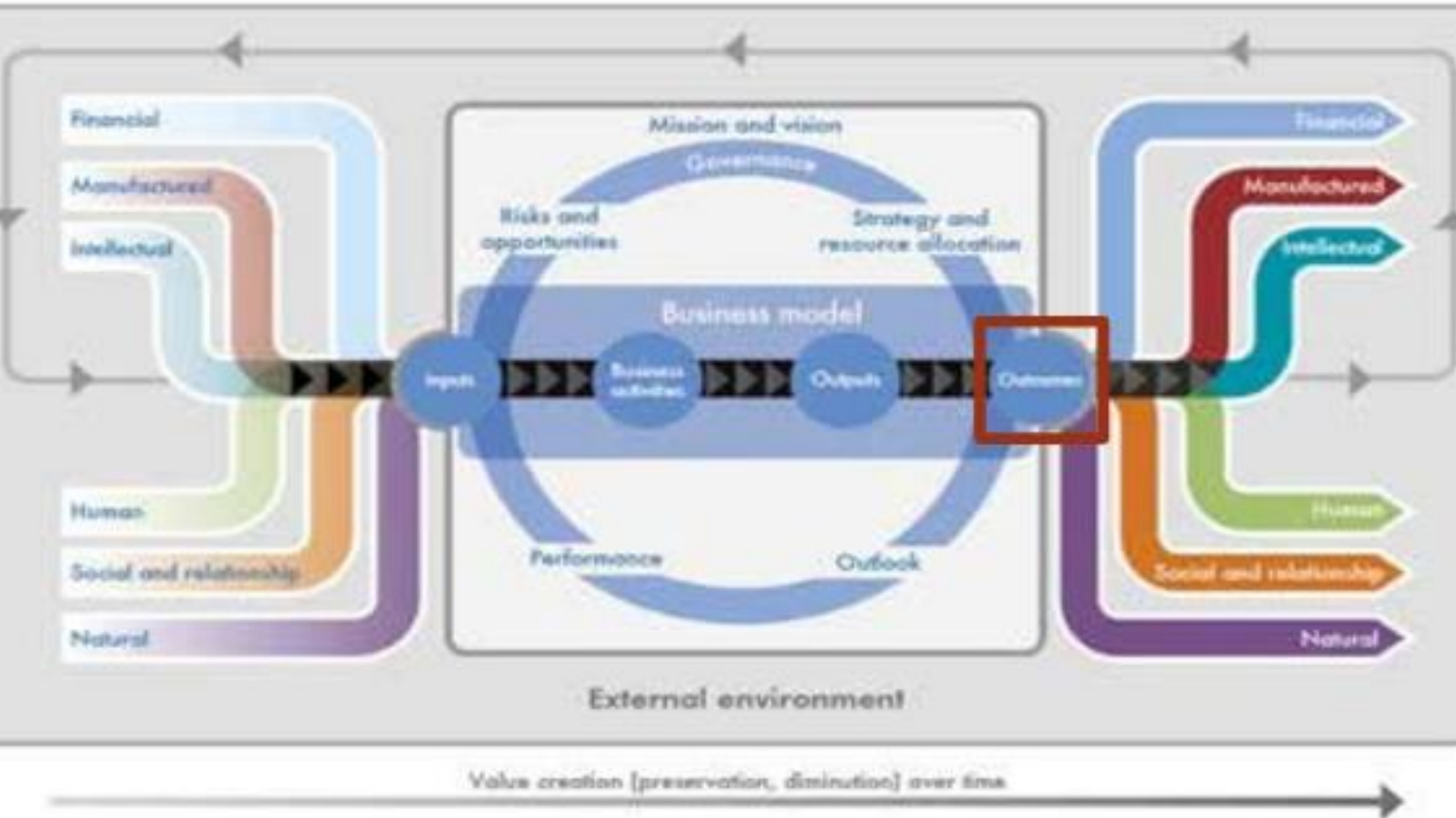
Specifies:

Fundamental concepts (six capitals model; value creation process – for the organization and others)

Guiding Principles and Content Elements



Outcomes - Value Creation



Why this Information Paper ?

- Research during 2015 clearly showed:
 - Outcomes reporting often ignored
 - Poorly reported
 - Link back to value creation not clear



Outcomes reporting was...

- Biased
- Incomplete
- Terminology misunderstood
- Expenditure reported, not outcomes
- Not all capitals are considered
- Comparability, reliability and completeness
- Boilerplate
- Value added statement used as a proxy



Outcomes defined

Internal and External consequences (positive and negative) for the capitals as a result of an organization's business activities and outputs.



Additional challenges

- Boundaries
- Timelines
- Measurement
- Intended vs unintended consequences



Why outcomes are important

Outcomes:

- Create feedback loops
- Affect the capitals available in the future
- Affect business model, and the long-term value creation ability of the business
- Essential to integrated thinking and decision-making

