ACHIEVING A CONCISE INTEGRATED REPORT

AN OVERVIEW OF THE IRC INFORMATION PAPER

CORLI LE ROUX

PURPOSE OF THE PAPER

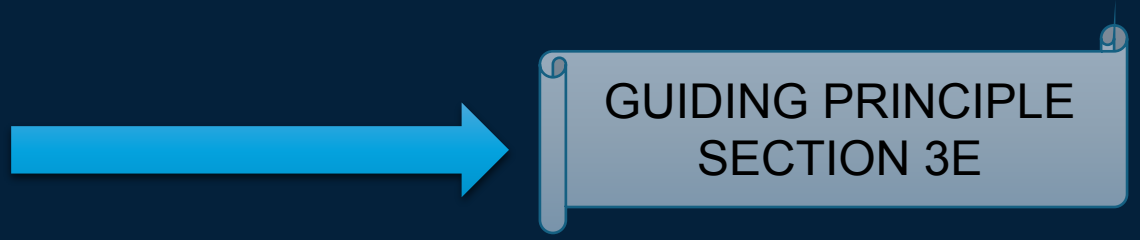
- Builds on previous IRC papers on reporting structure and layering
- Offers direction on selecting content to be concise, comprehensive, and balanced
- Supports both experienced and new reporters

WHY CONCISENESS MATTERS

- Digital-era demand for clarity and brevity
- Stakeholders want clear insights and quick navigation
- Overload from multiple standards can obscure key messages
- Conciseness
  - ✔ improves readability, accessibility and engagement
  - ✔ combines strategy and transparency

CONCISENESS IN THE INTEGRATED REPORTING FRAMEWORK

- Framework defines integrated report as a “concise communication”
- Conciseness is a Guiding Principle
  - ✔ covers strategy, governance, performance and prospects
  - ✔ balanced with completeness and comparability
  - ✔ avoid repetition, jargon, and boilerplate disclosures

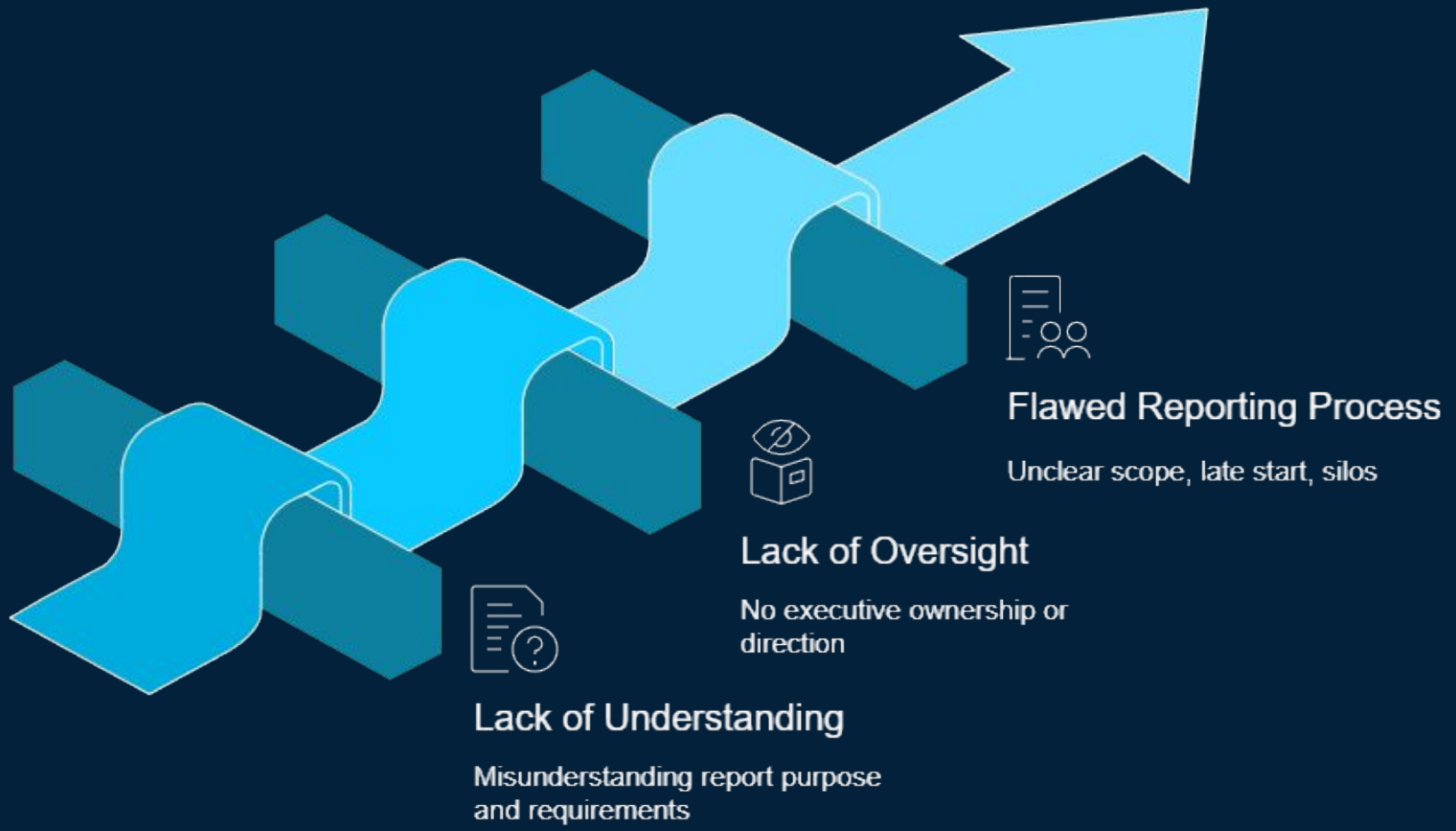


GOVERNANCE AND INTEGRATED THINKING

- Good reporting starts with effective governance
- Governing body determines materiality and approves disclosures
- Integrated thinking aligns performance and impact

BENEFITS OF CONCISENESS

CHALLENGES TO CONCISENESS



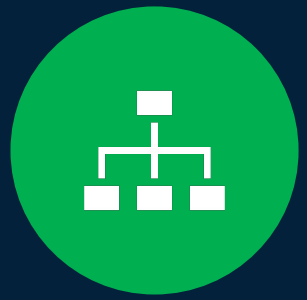
KEY CONSIDERATION 1

Develop a well-defined corporate reporting suite

Establish clear architecture linking all reports

Integrated report provides concise strategic overview

Include a navigation summary explaining purpose, standards, and timing



Governing body sets direction and oversees data governance

KEY CONSIDERATION 2

Decide where to locate the detailed sustainability disclosures

- Sustainability reporting is expanding Key question: where to house it?
- Keep detailed disclosures separate The integrated report stays concise and high-level
- Formats include: stand-alone sustainability report, online databook, section within main reports, topic reports
- Standards:
  - ✔ ISSB: Clearly discernible, cross-referenced but concurrent, aligned with financial statements
  - ✔ GRI: Flexible location, aligned timing, cross-referenced via content Index
  - ✔ 2025 GRI–IFRS alignment streamlines GHG reporting

KEY CONSIDERATIONS 3-4

Apply the Framework

- Apply the Guiding Principles to determine the nature of suitable information
  - ✔ Sift out unsuitable information that could clutter or obfuscate material information

- Answer the question in each Content Element of the Framework concisely and completely

KEY CONSIDERATION 5

Keep it material

- Clear and structured materiality determination process
- Regular review
- Apply double materiality to reinforce integrated thinking

KEY CONSIDERATION 6

Be complete and accessible

- Complete narrative of value creation, preservation or erosion
- Information should be usable and understandable
- Tools: Clear structure, logical flow, consistent layout, readable design, no repetition, simple language

KEY CONSIDERATION 7

Leverage visual techniques and technology

- Use visual tools to simplify and connect
- Avoid over-design
- AI as an enabler, but governed carefully

KEY CONSIDERATION 8

Red-pen review

- Reporting process draws on input from multiple divisions
- Conduct a final review to ensure conciseness, consistency, cohesion and alignment

ILLUSTRATIVE EXAMPLE: CLIMATE INFORMATION

- Climate likely material across most Content Elements
- High-level narrative in integrated report; detail in sustainability report
- Demonstrates layering and cross-referencing approach
- Aligns with IFRS S2 and GRI 102 equivalence

CONCLUSION

- Conciseness is both a requirement and an enabler of quality reporting
- Requires clear materiality, integrated thinking, and strategic storytelling
- Leads to shorter, more insightful, and credible reports
- Supports transparency, accountability and efficiency