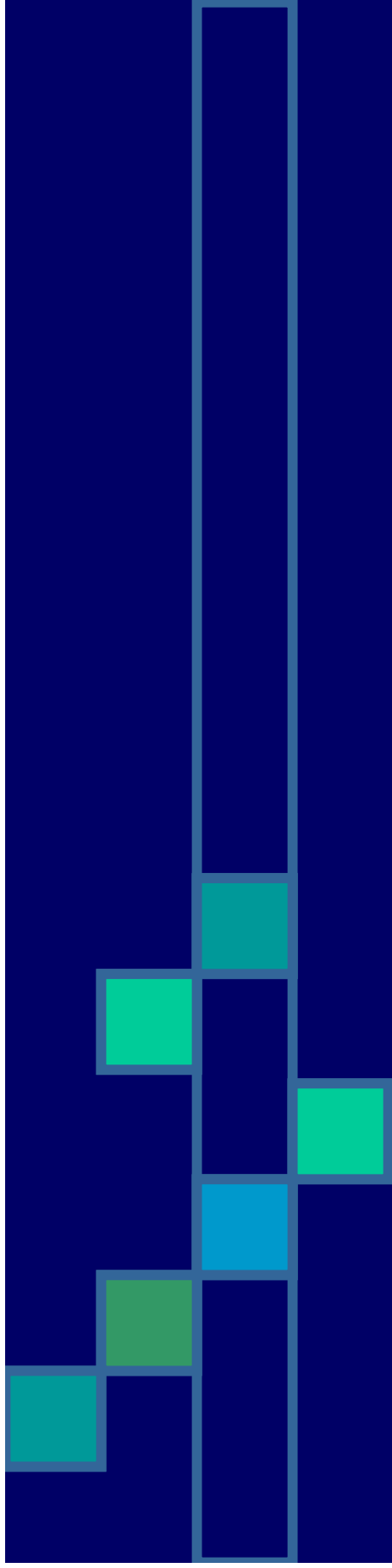


Comments on IR Discussion Paper



Framework for Integrated Reporting & the
Integrated Report
Discussion Paper



IR Discussion Paper In a nutshell

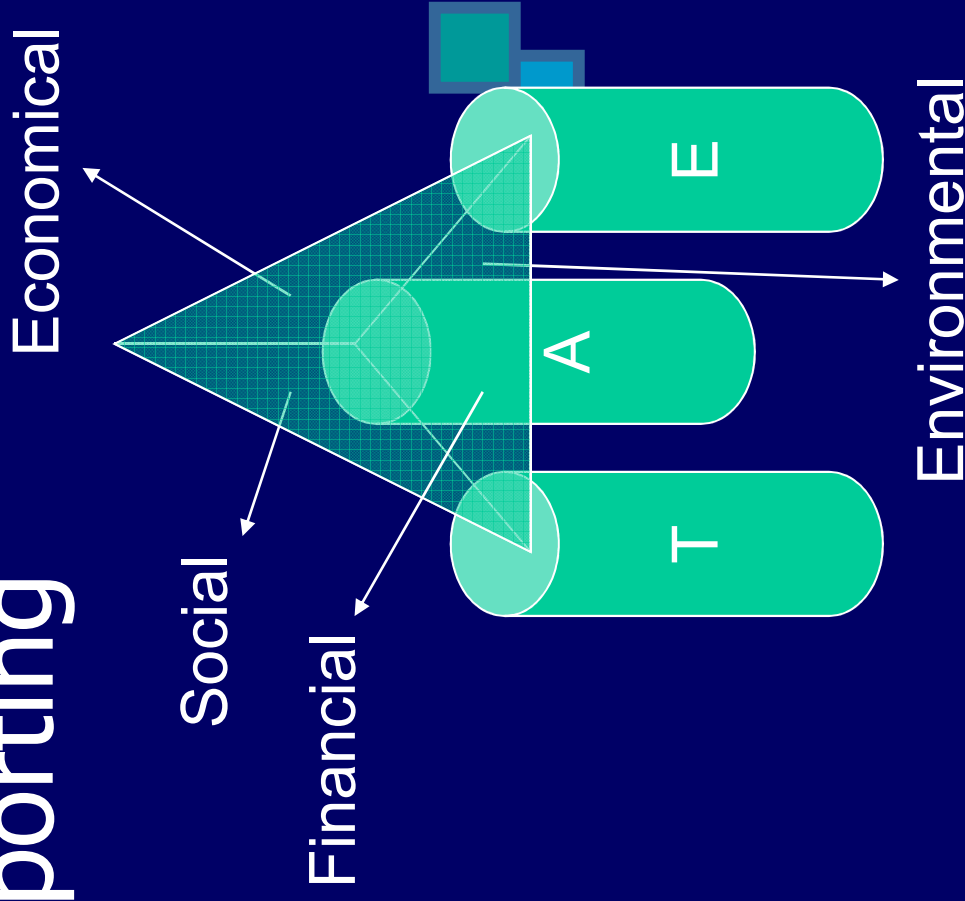


The first section summarises the framework for integrated Reporting.

The second part “Comments” suggests additional standards/Framework/methodologies to be included in the Integrated Report

An Effective Reporting Framework

- Good Governance
 - Transparency (T)
 - Accountability (A)
 - Ethical Leadership (E)
- Sustainability based on
 - Social
 - Economical
 - Financial
 - Environmental



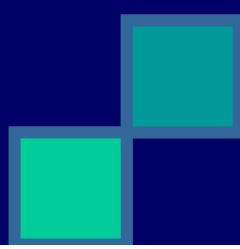
Standards & Frameworks

- International Financial Reporting Standards (IFRS)
- Sustainability Reporting Guidelines of the GRI
- Principles of the UN Global compact
- ISO 26000
- JSE socially responsibly Investment index criteria
- Accountability AA 1000
- etc

Comment 1




Reporting to Stakeholders

- Strategy
 - Performance
 - Activities
 - Ability of the organization to create & sustain over short & long term value
- 
- 



“Apply or Explain” principle

- Application of the “rational” mind
 - An explanation of what has actually been done to implement the principle and best practice recommendations of governance
- 



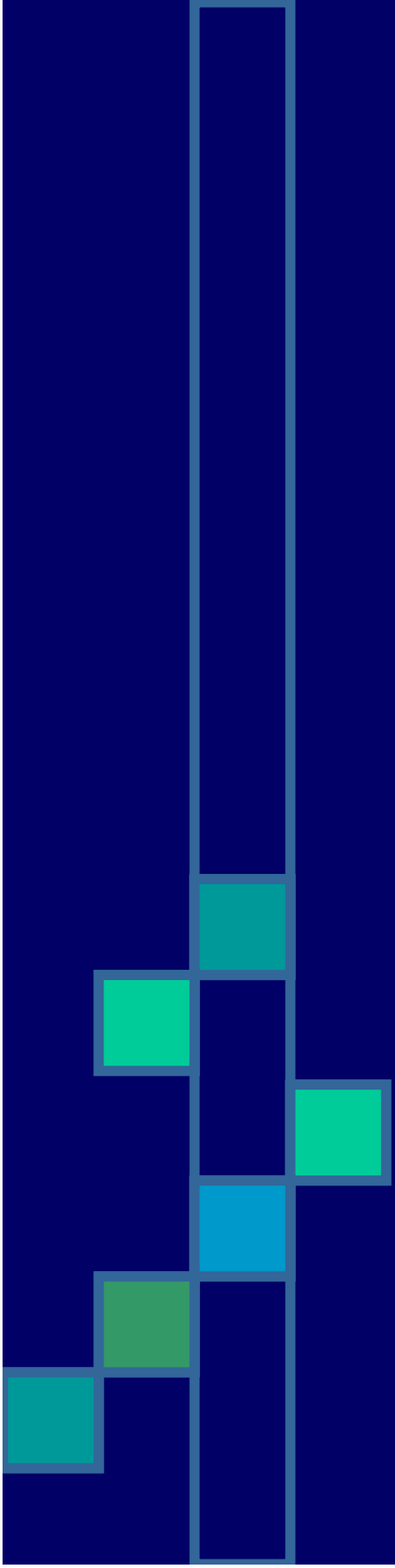
Guidance of the process for developing an integrated

Report (IR)

- IR agreement
- Scope & boundary
- Risk & opportunities
- Systems implementation
- Performance monitoring
- Assurance process
- IR compilation
- IR approval
- IR publication



Comment 2



Comments



By
Marcelo Ruiz
Email: marcelo.ruiz@infraco.co.za

Comment 1

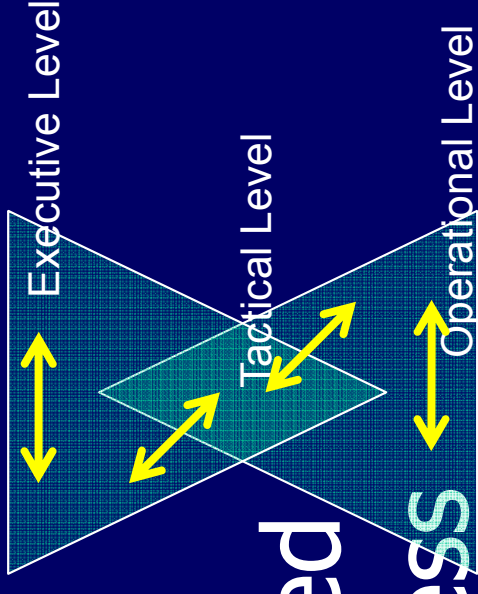
Comment 1: Suggested Standards & Frameworks

- Standards & Frameworks
 - ISO 9001:2008
 - ISO 14001-2004
 - OHSAS 18001:2007
 - TM Forum Framework
- Motivation:
External Audit
- Motivation:
Worldwide Standard for ICT & Telecom

Note. These suggested standards/Frameworks provides a foundation for identifying and implementing corrective measures that will result in significant, measurable, and sustainable improvements in any company's risks and management performance and culture.

Comment 2

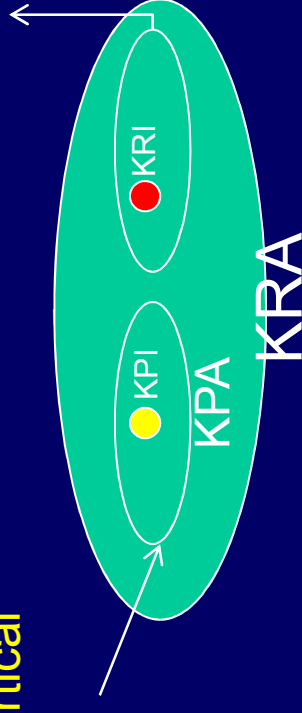
Comment 2: Suggested Guidance of the Process

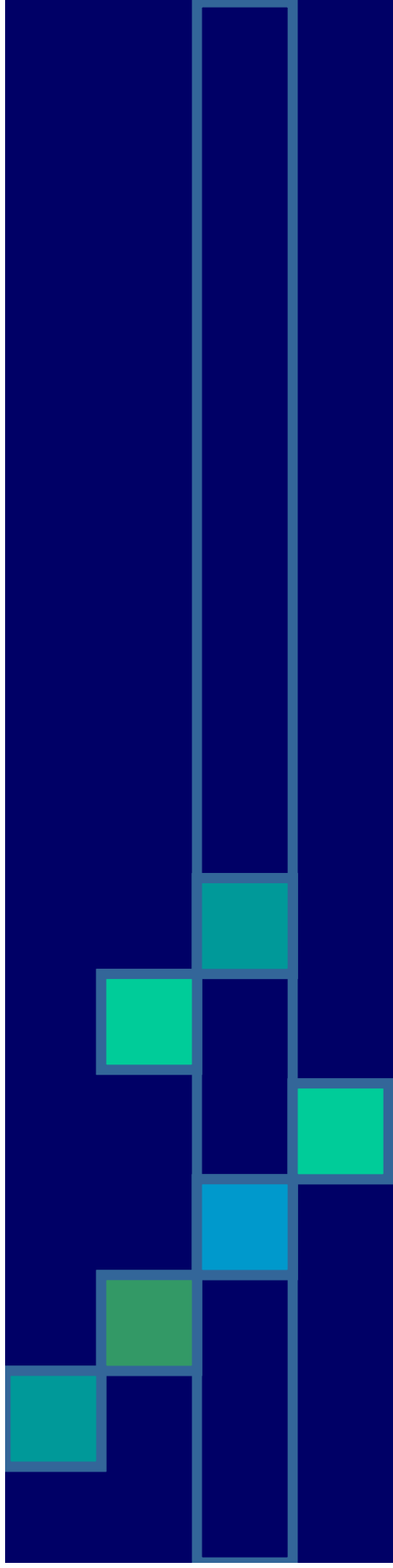


- Guidance of the process for developing an integrated Report (IR)
 - Identifiable reporting architecture
 - Identifiable KRA/KPA/KPI/KRIs administrative procedures

Note.  Minimum Key horizontal and vertical reporting mechanism.

Minimum Key Identifiable KRA/KPA/KPI/KRIs





Comments 1 & 2: Motivation and Applicability

SOE, Governmental Institutions & Local
Government

Comment 1: Standards & Frameworks

- TM Forum Framework
 - Worldwide standard for ICT & Telecoms
 - Generalized process applicability
- ISO 9001 – 2008/ISO 14001-2004/OHSAS 18001-2007
 - International standards
- Motivation for its Applicability
 - Auditable & standardized methodologies

Comment 2

Comment 2: Guidance of the Process for developing an IR

- Identifiable Reporting Architecture
 - Eliminates "Span of Control Issues"
- Identifiable KRA/KPA/KPI/KRIS administrative procedures
 - Roots out inefficiencies by determining Roles & Skills requirements
- Motivation for its Applicability
 - Auditable & standardized methodologies

