



In the 2008 letter to the Berkshire Hathaway's shareholders, Warren Buffett wrote:

"Long ago, Ben Graham taught me that 'Price is what you pay; value is what you get.' Whether we're talking about socks or stocks, I like buying quality merchandise when it is marked down."

— Warren Buffett

The cost to produce Integrated Reports and other statutory documents is high – we intend to demonstrate to our clients that there is opportunity to reduce these costs. We will beat any written quote and retain the quality.



How to contact us

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An integrated report benefits all stakeholders interested in an organisation's ability to create value over time, including employees, customers, suppliers, business partners, local communities, legislators, regulators and policy-makers.

What we offer

Our offer to clients is to:



REDUCE COSTS

Reduce, as far as possible, the **overall costs** (price) of the production of reporting documents.

ELEVATE STANDARDS

Elevate Integrated Reporting, where applicable, to the standards as prescribed by the International Integrated Reporting Framework (IIRF).

ENSURE SOUND KNOWLEDGE

Work with Integrated Reporting teams (or contributors) in the organisation to ensure that they have a sound knowledge of the requirements of the IIRF.

DEMONSTRATE VALUE

To demonstrate to Boards, Executives (and other Stakeholders where required), the **value/benefits of embracing Integrated Thinking** and to follow this through to a truly Integrated Report.

MAKE RECOMMENDATIONS

Benchmark the organisation's past Integrated Reports against leading practices and to make **recommendations to advance the current one** to be produced.

COMPILE AND PRODUCE

End-to-end compilation and production of Integrated Reports or components of these documents.

What differentiates us

Projects are managed by Sheralee Morland who leads a team of highly skilled governance experts, typesetters and designers with many years of experience.

We undertake to do what we offer with a **team of professionals** known for their expertise in:

- Integrating Reporting requirements; King IV; Company Law, expectations of companies by the Stock Exchanges on which they are listed, etc.
- Integrated Thinking, Integrated Reporting and reporting against the 6 Capitals (financial, manufacturing, human, social & relationship, intellectual and natural).
- Presentations to boards and executives providing a compelling case for Integrated Thinking and Integrated Reporting.
- Production of quality statutory reporting documents with excellent typesetting skills (including typesetting of numerous Annual Integrated Reports across many business sectors, such as pharmaceutical, banking, mining, investment, property and telecommunications – including a number of award winning reports listed in the top 100, as well as the top 40 on the JSE).
- Graphic design.
- Digitised solutions/offerings.
- Innovative mechanisms to communicate key messages to all stakeholders (including a video to supplement the web version of the Integrated Report).



Services we provide

Presentations to Boards and Executives providing a compelling case for **Integrated Thinking** and **Integrated Reporting**

Production of quality statutory reporting documents

- Annual Integrated reports
- Annual Financial statements
- Sustainable Development reports
- Mineral Resource and Reserve reports
- Results booklets
- Press adverts
- IPO documentation
- Brochures

- Origination
- Writing
- Graphic design
- Typesetting
- Graphs
- Diagrams/illustrations
- Photoshop work
- WDesk styling and mapping
- Print and bind of presentations
- Proofreading

- Production of any PowerPoint Presentations/packs
- Digitised solutions/offerings
- Innovative mechanisms to communicate key messages to all stakeholders (including a video to supplement the Web version of the Integrated Report)

Our team

Leadership and Project Management

Sheralee Morland

Sheralee holds a BCompt and BCompt Honours and completed International Executive Development Programmes namely BankSeta International Executive Development Programme – (Wits Business School, Schulich School of Business at York University in Toronto and Rotman School of Management at Toronto University); and the International Executive Development Programme (IEDP) – Duke University Durham North Carolina USA.



Sheralee's involvement in Integrated Reporting is one of the most satisfying components of her professional career of some 30 years. Premised in governance roles of auditing, internal audit and risk management in banking, insurance, asset and investment management, pension funds, medical aids and mining – her love of Integrated Reporting has always been that such reports provide a comprehensive 'one stop shop' for all the information one would ever need about an organization packaged meticulously in one document.

Over the 12 years that she held the role of Executive Head of Enterprise-wide Risk Management at Nedbank, until 30 June 2018, she was a key contributor to their regular award winning Integrated Report. Here she participated in the evolution of this report from the conventional Annual Report pre the world's introduction of an International Integrated Reporting Framework to what has now become a completely elevated report demonstrating Integrated Thinking that underpins the value creation process – where strategy, risk, opportunity, performance and sustainable development are inseparable elements.

Part of the appeal, to Sheralee, of working with organisations to produce quality Integrated Reports, is to encourage organisations to understand the risks and opportunities that have an impact on their strategic objectives/ focus areas – knowing these allow for appropriate and responsive mitigating actions to exploit the opportunities or to reduce the harm from risks that can impact the organisation negatively. She also fully supports how important it is that Boards, Executive Management and staff have a comprehensive

understanding of Integrated Thinking, leveraging both financial and non-financial data and articulating the overall performance of an organisation including the impact of its activities on its stakeholders/communities. In so doing providing information on the various inputs and how these are used to create outputs through its business model, strategy and governance, the entity will be able to better demonstrate its performance.

Other professional roles include Old Mutual (Insurance/Asset and Investment Management/ Pension Funds and Medical Aids), Standard Bank, EY and Anglo American (for the implementation of the UK Turnbull Guidance on Risk Management post the listing on the London Stock Exchange).

Prior to commencing work in consulting both locally and internationally, her roles have included accountability for embedding risk management into business processes and establishing/maintaining Risk Profiles; Risk Governance; organisational governance frameworks; formulation of the Group's Coordinated/Combined Assurance process;

detailed insights into King IV and the practical application thereof; Nedbank's Risk Academy; Root Cause Analysis; Risk Communications and Awareness; Enterprise-wide Risk Management Framework; risk frameworks; policies; Board and Executive committee charters; risk escalation; Business, Executive and Board Risk Committee reporting and participation in multiple risk committees; etc. The role was group wide and extended over the African subsidiaries (Namibia, Zimbabwe, Swaziland, Lesotho, Malawi and Mozambique) and interactions with Ecobank following Nedbank's strategic alliance with them. Sheralee served on the Nedbank Medical Aid Board and was Chairman of the Risk Committee.

Sheralee is regularly requested to address audiences (both from private and public organisations) and has delivered several papers at governance and risk conferences, regularly chairs such events and is frequently approached by governance workers for insights into leading practise in governance/risk management; the integration of these into strategy, business planning and reporting.

FROM AN INDUSTRY PERSPECTIVE

- Sheralee is the immediate past President of the Institute of Risk Management of South Africa (IRMSA) and served on the Executive Committee for 9 years. This role at IRMSA continues as a member of the Finance and Remuneration (REMCO) Committees and a Director of the Cruywagen-IRMSA Foundation. In November 2018 she was awarded Honorary Membership to IRMSA for the contribution she has made to the profession.
- Sheralee is an active volunteer in the activities of the SA Integrated Reporting Committee (IRC) and has been appointed to the Working Group from 2020. In November 2019 she addressed the African Integrated Reporting Council (AIRC) represented by accounting bodies from all over Africa on the "how to produce an Integrated Report".



Richard, a Chartered Secretary and a Chartered Director holds post graduate qualifications in Corporate Law (Wits), Tax Law (RAU) and Corporate Governance (RAU), held senior management positions in Anglo American, Mondi and Old Mutual, during his corporate career and been overall responsible inter alia for Corporate Governance, Corporate Secretariat, Risk, Corporate Insurance, Legal Services as well as overall line management responsibility for certain short term insurance schemes. Further held non-executive directorships/chairmanships in various regulated companies both in South Africa and overseas.

Governance and Company Law Expert

Richard Foster

Richards credentials:

CD(SA),FCIS; HFirstD; HDip Company Law (Wits); HDip Tax Law (RAU); PG Dip Corporate Governance (RAU) (with distinction); *(Honorary)*

Richard has since 2014 been operating an independent consultancy specialising in corporate governance and also serves as a professional Independent Non- Executive Director/Chairman on various boards/board subcommittees including regulated entities in the Financial Services sector.

Richard has been extensively involved in various corporate governance initiatives in the broader business environment both nationally and internationally and published as a co-author of various articles in certain leading international academic law journals.

IN ADDITION TO HIS PROFESSIONAL NON EXECUTIVE DIRECTORSHIPS, RICHARD IS CURRENTLY SERVING/SERVED AS:

- Past Director and Non-Executive Chairman of the Board of the Institute of Directors in Southern Africa (IoDSA);
- Member of the King Committee on Corporate Governance and King IV Task Team;
- Founding and current member of CRISA, the Committee which undertook the drafting of the Code for Responsible Investing in South Africa;
- Member of the Examination Committee and Independent Moderator for the Chartered Director South Africa (CDSA) designation;
- Facilitator for IoDSA in respect of King IV, Chairman's Programme and various Director offerings;
- Facilitator for IRMSA for Governance and Management of Risk Programme;
- Past course convener and part time lecturer at University of Cape Town (UCT) – LLM, Advanced Corporate Law – Corporate Governance;
- Facilitator for USB/INSEAD Africa Directors Development Programme;
- Honorary Fellow of the Institute of Directors in Southern Africa;
- Senior Research Fellow USB;
- Member of the KPMG/IoDSA Audit Committee Forum Working Committee;
- Member of the PWC/IoDSA Corporate Governance Network Forum.