



May 2020

How Covid-19 can potentially find its way in to your current annual integrated report:

Components of Integrated Reports	Content Suggestions
Chairman's Report	Make reference to Covid-19 in relation to the Strategic context. Confidence in the Board, Executive team and the organisation in its dealing with the situation
CEO Report	Describe at a strategic and operational level the response by the organisation, high level of actions taken and effect. How well placed the organisation was to deal with the situation. Extent of resilience and recovery ability. Any top concerns and immediate priorities. Cooperation with regulators/government, contributions to recovery funds, relief measures for communities etc.
Governance	Constitution of committees/oversight by Exco and Board of Covid-19 response committee
Risk and Opportunity	Describe changes to the risk profile and any opportunities that arise, as well as responses/actions required and taken in the new norm
Stakeholder Engagement	An insight into which stakeholders (eg staff, customers, shareholders, regulators, communities, etc.) have been engaged with, the frequency and the subjects Any actions that flow from these engagements
Operating Environment	Effect of the macroeconomic environment and how the organisation is responding
Performance	Impact on KPI's
Strategy	Any need to tilt/revise/refresh strategy and initiatives in response
Financial Overview	Impact on financials, profitability, capital, liquidity, funding, provisioning etc

Remuneration	Decisions re salary and fee reductions/sacrifices, bonuses, incentives etc
Outlook	A view of the impacts short, medium and long term
General	Describe implications on value creation (positive and negative) Be transparent and continue with balanced reporting Adjust Business Model where applicable You may want to dedicate a double page spread to the Covid-19 if it is of such a magnitude to provide a comprehensive “go-to’ for stakeholders to read If integrated thinking is advanced in your organisation describe how integrated thinking and execution has prepared the business to be resilient, look for opportunities among the many challenges and be agile and adaptable – so that the business can continue to create, sustain and protect value for all of its stakeholders in the post Covid world, and what is being described by many as the new normal

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Yours sincerely

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