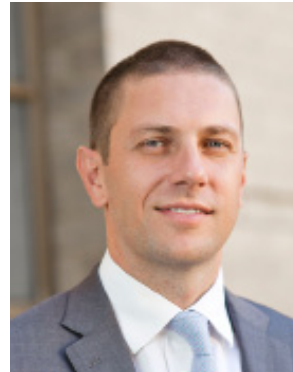


Sharing your strategy to your stakeholders



Olivier Rey
Partner



Dear readers,

At PwC, we believe that Integrated Reporting (<IR>) is the way forward, as it leads to better reporting and better decisions.

Many players in the marketplace come to us with the desire to embark on this journey, but just don't know how to go about it. We thought of creating a series of short papers to briefly guide reporters in the key steps of the <IR> journey. This is the objective of our **Integrated Reporting Nexus**.

You need a certain leap of faith to trust that this reporting framework will lead you to a better place. It does! The proof is that not one company who has adopted <IR> has gone back to its old methods.

I invite you to join this trend and embrace <IR>; our [dedicated website](#) is regularly updated with news and trends.

I hope you'll enjoy the read and shall be happy to receive your point of view on <IR> related matters.

Best regards,

Olivier

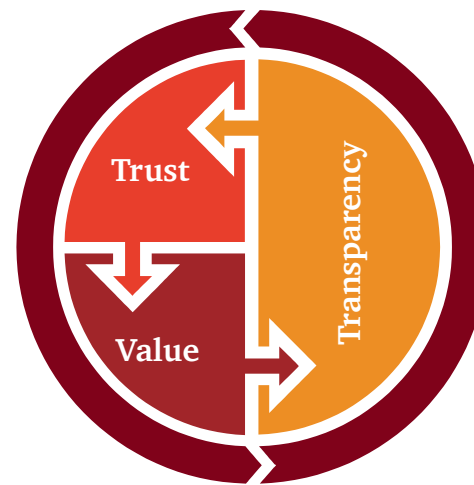
Why do I need to care?

Do your stakeholders understand how you create value?

"You cannot drive a car by looking at the rear-view mirror..."
Prof. Mervyn King

The value of a business doesn't depend only on its performance, but rather on its future strategy and the ability of management to deliver on this strategy. As stakeholders, we need to know where the business we are interacting with is going and this needs to be formulated in a way that gives a **clear sense of direction** to the users of the annual report.

This is one of the key elements of the Integrated Reporting Framework that will help you be more transparent, which in turn will build trust with your stakeholders.



Trust is hugely valuable, hard to build and so easy to lose.

<IR> will help you create that trust.

Corporate Reporting Awards 2018

Inspiring Trust through Integrated Reporting

Submit your annual report to participate in the 20th edition of the Corporate Reporting Awards. Deadline is 29 December 2017, noon.

More details on www.pwc.com/mu/cra

ClientTalk



"We embarked on an integrated reporting journey after 6 months of strategy formulation for our diverse group. This was very helpful as it helped us to simplify the messages and reduce ambiguity. <IR> leads to better transparency overall."

Dipak Chummun,
Group CFO
IBL Ltd

Sharing your strategy to your stakeholders (cont.)

How do I do this?

The strategy of a business is sometimes not well formulated, or stays in the head of a few senior people in the organisation; often, they are not too keen to communicate on this to preserve their competitive edge. Success is not defined by your strategy alone; it is very much the people driving the ideas to execution that will make the difference between success and failure.

CEOs, chairmen and senior management should not be afraid to constructively share and formulate their strategy on a piece of paper. The strategy doesn't need to be in text only, it can be illustrated and explained through a mix of means such as videos, diagrams or text.

A common misconception is the confusion between strategy and vision. The vision is a goal while the strategy tells you how a company will achieve this vision through a detailed plan.

The diagram below summarises the various steps one should go through when formulating their strategy:



Can I have an example?

Great real life examples of annual reports with impactful strategies can be found on the website of The International Integrated Reporting Council (IIRC). We can recommend you the following examples:

Unilever Annual Report 2014 - Strategy and resource allocation
Unilever's disclosure of its Sustainable Living Plan presents its vision and strategic priorities around several capitals, including social/relationship, natural, and human capitals. This discussion is a concise snapshot of the key targets set to reach these goals and how the business has performed to date.
<http://examples.integratedreporting.org/fragment/324>

Talk to us

We can help you in your <IR> journey in several ways:

Consulting

We accompany our clients on their <IR> implementation journey by providing practical guidance to help them implement integrated reporting in a way tailored to their organisation.

Training

We run various workshops for our clients, to help them understand the benefits of 'integrated thinking' and why they should adopt the <IR> approach.

Make a start. Get in touch with our dedicated team.

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