# Performance Measurement and Sustainability

Facilitator: Paul Rouse

Speakers: Lily Chen, Caroline Bridges, Ramona Zharfpeykan

# Performance Measurement

- Why sustainability?
- What would we measure?
- How would we measure?

## Sustainability-related Quantitative Research - Lily Chen (A&F)

- CSR why firms invest in CSR activities?
  - Create better media image (JBF)
  - Demanded by certain types of institutional investors: Pension funds, Charities etc. (JBE)
  - Demanded by institutional investors from areas with strong norms (under review of MS)
- CSR current research
  - CSR and CEO personal agenda
  - CSR disclosure in IPOs

- Integrated Reporting (IR)
  - Economic consequences: integrated reporting is positively associated with capital markets benefits, i.e., firm value, expected future cash flows, cost of capital, stock liquidity
- IR current research
  - Investment efficiency
  - IR assurance
  - Management myopia

# **Integrated Reporting**

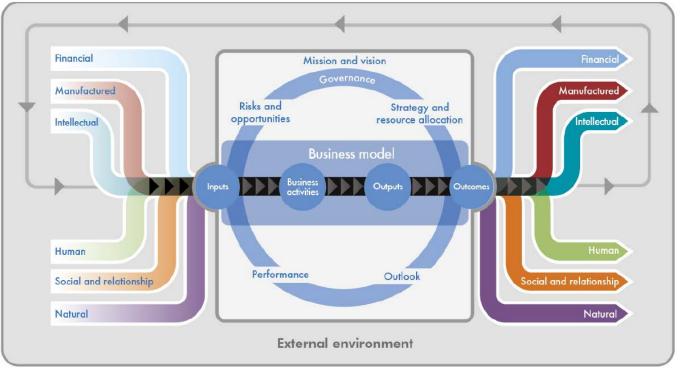
New form of corporate reporting to integrate both financial and non-financial information.

Caroline Bridges PhD Student



**BUSINESS SCHOOL** 

# Integrated reporting (IR)



Value creation (preservation, diminution) over time

#### Current research (PhD)

What is IR? and who benefits? Relevant to NZ businesses that are cautiously considering adopting IR (and there are some).

#### Findings?

There are internal benefits to the firm

Accountants are considered important to the process and integral to its implementation.

#### Future research?

1. How do businesses adopt IR internally?

2. How can credibility be improved with assurance?

3. Who can provide assurance of

## Integrating sustainability into performance measurement system

Ramona Zharfpeykan

Research Symposium on Sustainability 2015

## SUSTAINABILITY

Sustainable development tries to meet present needs

without endangering future ones

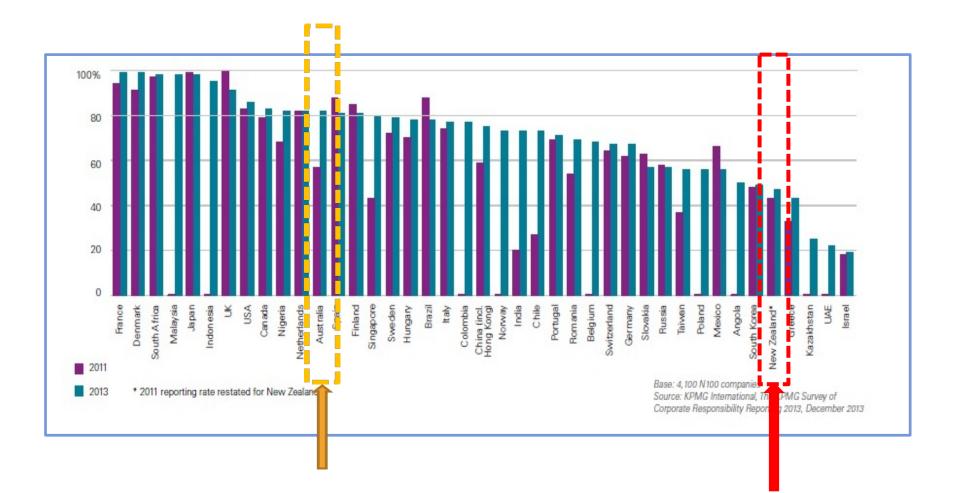
(Relevant business strategy)

**Corporate** sustainability

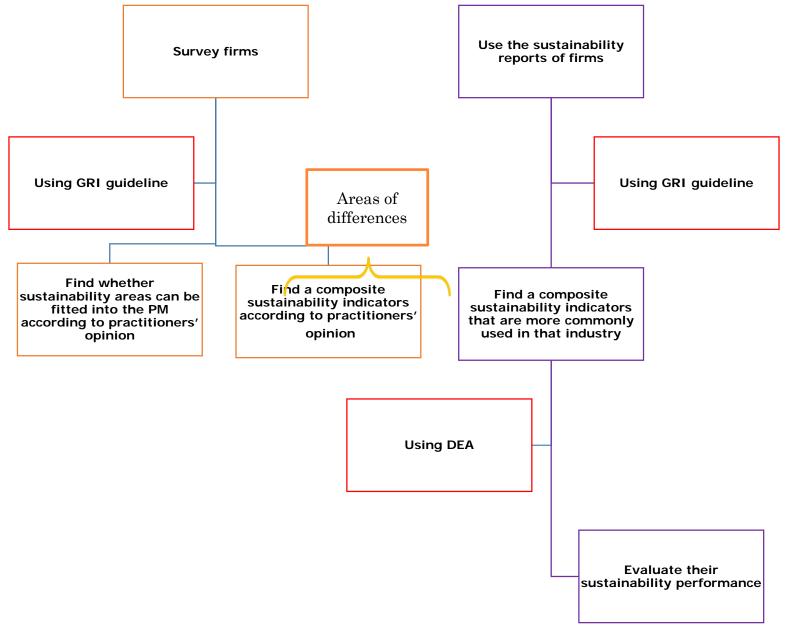
- Economic aspect
- Environmental aspect
- Social aspect

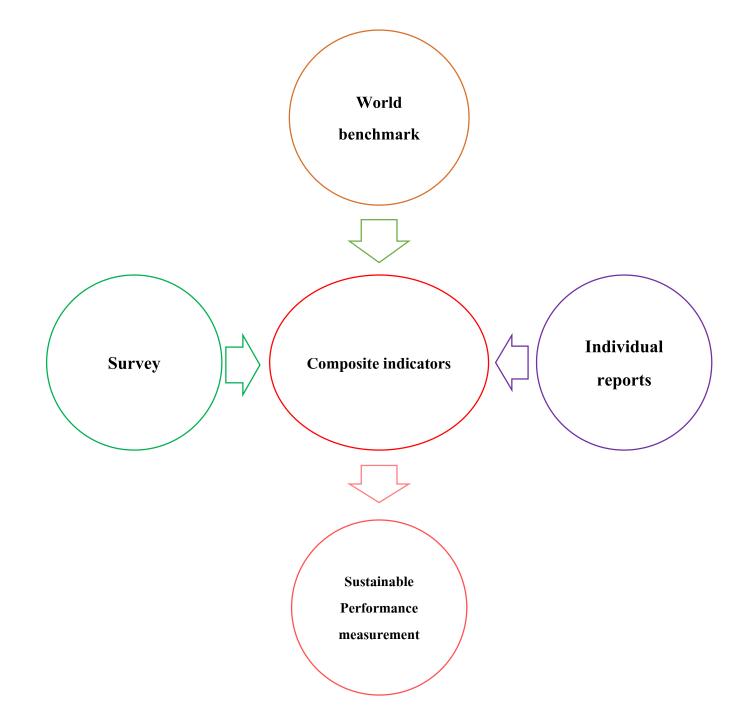
### REPORTING RATE COMPARISONS OF ALL COUNTRIES ACCORDING

#### TO KPMG SURVEY 2013



#### **PARALLEL STUDY**

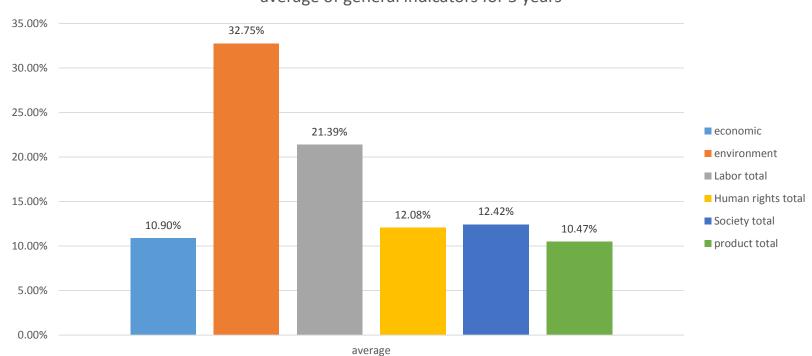




## WHY GRI?



# World benchmark



average of general indicators for 5 years

# Trends of general indicators in world benchmark

