A number of frameworks have been proposed on how to use environmental, social, and governance (ESG) or CSR performance measures in order to improve corporate performance. One element of nonfinancial information that is becoming increasingly important in these frameworks is the need for nonfinancial performance measures. Key performance indicators (KPIs) are used to measure progress and other performance metrics, such as sales and revenue, are typically included in a company's financial statements. However, nonfinancial performance metrics, such as those related to human resources, are also important. While financial performance metrics are useful in assessing a company's financial health, nonfinancial metrics provide additional insights into a company's overall performance.

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Chapter 4
A Typology of Nonfinancial Information

Especially important given its size?

Vehicles included company-specific metrics that are management.

A Further Exploration of XRL for ESG Information

The CERFW report the business models developed by developers of the CERFW and the UK's four reporting frameworks developed by Chapman and David Morris for the sustainability accounting and reporting frameworks. Consider these models, which include the following:

- A collection of environmental, social, and governance (ESG) metrics
- A collection of business models for ESG
- A collection of business models for sustainability reporting frameworks
two consecutive quizzes, this approach might be a more robust model of the learning process. The performance data, if properly analyzed, can provide insights into the effectiveness of teaching and learning methods. This information can be used to adjust the teaching strategies to better meet the needs of the students.

Table 4.1: Changes in News Report Mentions 1988-2008

<table>
<thead>
<tr>
<th>Year</th>
<th>Total mentions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>0001</td>
</tr>
<tr>
<td>1992</td>
<td>0004</td>
</tr>
<tr>
<td>1995</td>
<td>0005</td>
</tr>
<tr>
<td>1998</td>
<td>0008</td>
</tr>
<tr>
<td>2001</td>
<td>0007</td>
</tr>
<tr>
<td>2004</td>
<td>0006</td>
</tr>
<tr>
<td>2007</td>
<td>0003</td>
</tr>
</tbody>
</table>

Table 4.2: Percent Increase in News Report Mentions

<table>
<thead>
<tr>
<th>Year</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>0001</td>
</tr>
<tr>
<td>1992</td>
<td>0004</td>
</tr>
<tr>
<td>1995</td>
<td>0005</td>
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<td>1998</td>
<td>0008</td>
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<tr>
<td>2001</td>
<td>0007</td>
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<tr>
<td>2004</td>
<td>0006</td>
</tr>
<tr>
<td>2007</td>
<td>0003</td>
</tr>
</tbody>
</table>

Exhibit 4.1: Illustration of Percent Increase in News Report Mentions
A common misconception of those who study intangible assets is that they are the same as other types of assets. In reality, intangible assets are unique because they are not physical in nature. They are the result of intellectual effort and are not subject to depreciation like tangible assets. The differences between intangible assets and other types of assets are evident in the way they are valued and reported in financial statements.

Intangible Assets

Intangible assets are defined as identifiable non-monetary assets that do not have physical substance. They can be divided into two categories: intellectual capital (which includes patents, trademarks, and copyrights) and goodwill (which includes customer relationships, brand names, and other intangible assets). Intellectual capital is the result of a company's investments in research and development, while goodwill is created through mergers and acquisitions.

The following table shows the percentage of intangible assets in the market capitalization of a sample of companies.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Market Capitalization</th>
<th>Intangible Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>$5,000,000,000</td>
<td>40%</td>
</tr>
<tr>
<td>2002</td>
<td>$5,500,000,000</td>
<td>45%</td>
</tr>
<tr>
<td>2003</td>
<td>$6,000,000,000</td>
<td>50%</td>
</tr>
<tr>
<td>2004</td>
<td>$6,500,000,000</td>
<td>55%</td>
</tr>
<tr>
<td>2005</td>
<td>$7,000,000,000</td>
<td>60%</td>
</tr>
</tbody>
</table>

As shown in the table, the percentage of intangible assets in the market capitalization of these companies has increased over the years.
The State of Nonfinancial Reporting Today

The study was not intended to be

Table 4.5:委副书记 Framework for Nonfinancial Reporting on Nonfinancial Performance

<table>
<thead>
<tr>
<th>Level</th>
<th>Framework Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resilience and Development</td>
</tr>
<tr>
<td>2</td>
<td>Human Capital</td>
</tr>
<tr>
<td>3</td>
<td>Intellectual Capital</td>
</tr>
<tr>
<td>4</td>
<td>Competitive Strategy</td>
</tr>
<tr>
<td>5</td>
<td>Corporate Governance</td>
</tr>
</tbody>
</table>

Source: "The State of Nonfinancial Reporting: December 2016 Report".
1. The State of Nonfinancial Reporting Today

2. Key Performance Indicators

3. Increase the use of the term Key Performance Indicators, 1999–2008

4. Exhibit 9.6

5. Human resource accounting and value-added statement

6. Risk management report

7. Intangible asset statement

8. Economic value-added (EVA) statement

9. Balance sheets including intangible assets

10. Brand valuation

In summary, there are several additional disclosures the company noted in the Annual Report.

The company had a market capitalization of $14.7 billion and sales of $1 billion in 2009. The annual report for the year ending March 31, the key component of the company's financial statements, started with the following disclosures:

- Introduction to financial statements
- Balance sheet of the company
- Income statement of the company
- Statement of cash flows of the company
- Notes to the financial statements
- Supplementary data

Income statement disclosures included changes in nonfinancial measures. Some specific companies are working very hard to provide disclosures and information about intangible assets at the level of the report.
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Summary

KPIs, or Key Performance Indicators, offer a valuable tool for organizations to measure and improve performance. This report focuses on the use of KPIs in various industries and provides insights into best practices and emerging trends. The report highlights the importance of selecting the right KPIs, the challenges in implementing KPIs, and the benefits they can bring to organizations.

1. Introduction

2. The Role of KPIs

   a. Definition and Purpose

   b. Key Performance Indicators

3. KPI Best Practices

   a. Selecting the Right KPIs

   b. Measuring Performance

   c. Communicating KPIs

4. Emerging Trends

   a. Integration with Artificial Intelligence

   b. Use of KPIs in Digital Transformation

5. Conclusion

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Appendices

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Environmental, Social, and Governance Metrics

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The net promoter score is a key metric that measures customer satisfaction and loyalty. A score above 50 indicates a healthy, engaged customer base.

2008, the Net Promoter Score (NPS) was developed by Fred Reichheld and Beecham Group. NPS is calculated as a percentage of customers who would recommend your product or service to others. To calculate NPS, customers are asked how likely they are to recommend your company to others. A score of 9 or 10 is considered a promoter, while a score of 6 or lower is considered a detractor. The rest fall into the passive category. NPS is a powerful tool for understanding customer satisfaction and loyalty.

For example, a company with a Net Promoter Score of 50 has 50% of its customers who are promoters, 30% who are passives, and 20% who are detractors. This can indicate areas for improvement in customer satisfaction and loyalty.

The ESG metrics and indicators, such as carbon footprint, water usage, and employee satisfaction, can provide insights into the company's sustainability and social responsibility. These metrics can help companies make informed decisions, improve operations, and enhance their reputation with stakeholders.

Environmental, social, and governance (ESG) metrics are becoming increasingly important in today's business landscape. Companies that demonstrate a commitment to ESG practices are likely to see long-term benefits in terms of reputation, risk management, and financial performance. The integration of ESG metrics into financial reporting can provide a more comprehensive view of a company's performance and can help investors make more informed decisions.
Growth in ESG Reporting

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Exhibit 4.11: Growth in Number of Companies Reporting ESG

<table>
<thead>
<tr>
<th>Year</th>
<th>1998</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>980</td>
<td>1,000</td>
<td>1,050</td>
<td>1,100</td>
<td>1,150</td>
<td>1,200</td>
<td>1,250</td>
<td>1,300</td>
<td>1,350</td>
<td>1,400</td>
<td>1,450</td>
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The Global Reporting Initiative (GRI) was formed in 1997 by a group of leading environmental, social, and ethical organizations to develop a voluntary framework for companies to report on their social, environmental, and ethical performance. Since then, the GRI has grown to become the world's leading organization for sustainability reporting, with over 3,000 organizations around the world using its framework to report on their performance.

The GRI framework is widely recognized as a best practice in sustainability reporting. It provides a standardized and transparent approach to reporting on a company's economic, environmental, and social performance. The GRI framework is used by companies in a wide range of industries, from manufacturing and mining to financial services and telecommunications.

The GRI framework is also used by governments, non-governmental organizations, and investors to assess the sustainability performance of companies. By providing a common language and set of metrics for reporting, the GRI framework helps to ensure that sustainability performance is comparable across industries and regions.

In conclusion, the GRI framework is an essential tool for companies, governments, and investors to assess and improve their sustainability performance. By adopting the GRI framework, companies can demonstrate their commitment to sustainability, improve their reputation, and enhance their business performance.

The GRI Framework

The GRI framework is based on the principle of sustainability, which is defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

The GRI framework is structured around three pillars: economic, environmental, and social. Each pillar is further divided into a number of categories, such as stakeholders, governance, and performance.

The GRI framework includes a set of indicators that companies can use to report on their performance. These indicators cover a wide range of topics, from environmental impacts to social and economic contributions.

The GRI framework is also designed to be flexible, allowing companies to report on a range of topics that are relevant to their business. By using the GRI framework, companies can ensure that their sustainability performance is comparable with that of other companies in their industry.

The GRI framework is regularly updated to reflect the latest developments in sustainability. The most recent update, version 4.0, was launched in 2016 and includes improvements in the way that information is reported, as well as new indicators to include.

The GRI framework is widely recognized as a best practice in sustainability reporting. It provides a standardized and transparent approach to reporting on a company's economic, environmental, and social performance. The GRI framework is used by companies in a wide range of industries, from manufacturing and mining to financial services and telecommunications.

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In conclusion, the GRI framework is an essential tool for companies, governments, and investors to assess and improve their sustainability performance. By adopting the GRI framework, companies can demonstrate their commitment to sustainability, improve their reputation, and enhance their business performance.
Assurance on Nonmonetary Information

In recent years, the emphasis on assurance of nonmonetary information has increased. This is in recognition of the growing importance of nonmonetary information in financial reporting and the need for assurance on its accuracy and completeness. The Committee on the Nature of Assurance has been working to develop a framework for assurance on nonmonetary information that is consistent with the principles of assurance on financial information.

The framework developed by the Committee on the Nature of Assurance provides a structure for the consideration of assurance on nonmonetary information. The framework recognizes that assurance on nonmonetary information requires a different approach than assurance on financial information due to the nature of the information and the context in which it is provided. The framework aims to provide guidance on the selection of appropriate assurance procedures and the evaluation of the results of those procedures.

The framework also recognizes that assurance on nonmonetary information should be conducted in a manner that is consistent with the principles of assurance on financial information. This includes the need for independence, objectivity, and impartiality of the assurer, as well as the use of appropriate assurance techniques.

The framework is intended to be a starting point for the development of assurance on nonmonetary information and to be used as a basis for the development of specific standards and guidance. It is expected that over time, as the market for assurance on nonmonetary information develops, additional guidance and standards will be developed to address specific circumstances and requirements.

In summary, assurance on nonmonetary information is an important consideration in financial reporting and the Committee on the Nature of Assurance is committed to developing a framework that provides a clear and consistent approach to the assurance of nonmonetary information. The framework is intended to be flexible and adaptable to the changing needs of the financial reporting environment and to promote the highest standards of assurance in line with the principles of assurance on financial information.
climate disclosure standards may need to be expanded or developed anew. Current disclosure requirements, such as those contained in CDSB, are designed to address specific environmental and social issues. However, these rules may be insufficient to address the broader and more complex challenges posed by environmental and social risks.

The Climate Disclosure Standards Board (CDSB) has been established to address these challenges. The CDSB is an international organization that promotes and provides guidance on the development of climate disclosure standards. The CDSB's mission is to improve the quality and consistency of climate-related disclosures by organizations.

The CDSB's framework includes a set of principles and guidelines that organizations can use to disclose their climate-related information. These principles and guidelines are intended to provide a clear and consistent approach to climate disclosure.

The CDSB's standards are designed to be used in conjunction with other existing disclosure frameworks, such as the Global Reporting Initiative (GRI) and the International Accounting Standards Board (IASB). This allows organizations to use the CDSB's standards alongside other frameworks to provide a comprehensive picture of their climate-related performance.

The CDSB's standards are intended to be used by organizations of all sizes and across all sectors. The CDSB recognizes that climate-related risks and opportunities vary widely depending on the nature of an organization's business activities.

The CDSB's standards are designed to be flexible and adaptable to the unique needs of different organizations. This allows organizations to use the CDSB's standards to disclose information that is relevant to their specific circumstances.

The CDSB's standards are also designed to be transparent and accessible. The CDSB has established a process for public consultation and feedback to ensure that its standards are aligned with the needs and expectations of stakeholders.

The CDSB's standards are intended to promote a culture of transparency and accountability in organizations. By providing a clear and consistent approach to climate disclosure, the CDSB's standards can help organizations to better understand and manage their climate-related risks.

The CDSB's standards are intended to be used in conjunction with other disclosure frameworks, such as the Global Reporting Initiative (GRI) and the International Accounting Standards Board (IASB). This allows organizations to use the CDSB's standards alongside other frameworks to provide a comprehensive picture of their climate-related performance.

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