

Index

- 3BL 206–8, 214
see also Triple bottom line
- 360 degree evaluations 153–4
- Aaker, David 42
- Abbey National 162
- Abbott Laboratories 233
- Abler, Tim 69
- ABN-Amro 105–6, 211
- Absenteeism rates, human resources (HR)
133, 137–9, 144–5, 147–8, 174–7
- ACCA 23, 112–13, 184, 245, 266–7, 293–4
- Accor 65, 66
- Account Ability 240, 284
- Accountability needs 8, 11, 24–5, 70,
117–18, 132–3, 239–42, 283–4, 288–90
- Accountability Rating 24–5, 240
- Accountancy Age 58, 111, 116, 299
- Accounting
fraud 98
profession 2, 11–14
standards 2, 11, 13–14, 17–18, 65
- Accounting for People* 136–7
- Accounting Standards Board 65
- Accounts Modernisation Directive, EU 26
- ACSI, *see* American Customer Satisfaction Index (ACSI)
- Adams, Paul 224
- Adams, Scott 227–8
- Adaptability 4
- Adidas 24, 47, 49, 225–6, 239
- ADRs, *see* American Depository Receipts (ADRs)
- Advertising 67, 69–70
- Aegis Group 98
- Africa 47, 86, 140, 144, 198–9, 243–4, 249,
252–3, 263
- Afuah, Allan 91
- Age discrimination, human resources (HR)
162–8
- AGMs, *see* Annual General Meetings (AGMs)
- Ahold 97–8
- AIDS 218, 226, 233, 243, 249, 277
- AIG, *see* American International Group (AIG)
- Albertson's 54, 74
- Alcoa 19
- Alcohol producers 195–6, 292
- Alliances 4, 87, 269
- Allied Domecq 45–7, 195–6, 198, 229–30,
292–3
- Altria 39
- Amazon 60–1
- Ambler, Tim 65
- American Customer Satisfaction Index
(ACSI) 56, 61
- American Declaration of Independence 11
- American Depository Receipts (ADRs) 100
- American Enterprise Institute 219
- American Eye Center 254
- American International Group (AIG) 25
- Anderson, Paul 275
- Anglo American 1, 243, 257,
262–4, 268
- Anglo-American model 15
- Anglo-Platinum 243–4
- Anglo-Saxon countries 7, 100–1
see also UK; USA
- Animal testing 244
- Annual General Meetings (AGMs) 57, 306
- Annual Report on Annual Reports* 18–19, 84
- Annual Report Yearbook 2005* 105
- Annual reports 11–21, 37–8, 41–3, 82–4,
96–7, 105, 130, 147–8, 158–9, 237,
273–91, 304–6

- Annual reports (*cont.*)
- brand reporting 50
 - clarity issues 11, 13–14, 18–19, 230, 279–92, 300–2
 - deficiencies 11–21, 111–12, 273–4, 279–91
 - human resources (HR) 130, 147–8, 158–9
 - integrated approaches 274–82, 286–8, 300
 - overload problems 11, 13–14, 18–19, 279
 - readability issues 291–300
 - recommendations 32, 41–3, 49–50, 52, 61–2, 65, 71–2, 97–8, 101, 109–10, 113, 120–1, 137, 139, 147–8, 153, 158–9, 183–6, 190–221, 226–7, 274–302
 - story-telling factors 291–300
 - strategy 81–4, 96–7, 273–9, 285–8, 304–6
 - structure considerations 279–91
 - style issues 291–300
 - sustainability issues 215
 - X-ray analogy 13
- see also* Balance sheets; Financial reporting
- Aoki, Hatsuho 101
- AOL 52
- Argenti, Paul A. 250
- Argos Retail Group 3
- The Art of Demotivation...* (Kersten) 148
- Arthur Andersen 111
- Asahi 69
- Asia 23, 68–9, 102, 136, 144
- Asia Pacific Breweries (APB) 69
- Assessments, human resources (HR) 153–4, 158–9, 203–4
- Assurance, *see* Independent verifications, nonfinancial reporting
- Astellas Pharma 101
- AT&T 56, 206
- Auditors 9, 19–21, 99–110, 185–6
- Australia 23, 27, 66, 70, 73–4, 82, 86, 150, 152–5, 172, 190–1, 211–12, 221–2, 229, 256–7, 262, 275, 290–1
- Avon 81, 95–6, 122–3
- Awards, corporate social responsibility (CSR) 201
- AXA 153–6, 171–2
- BAA 25, 276–7, 291
- Baileys 70
- Bain 55
- Bakan, Joel 228
- Baker, Mallen 208
- Balance sheets 4, 9, 13, 17–18, 19–20, 26–7, 184–5, 205–8, 214, 282–4, 286–8
- going concern concept 19–20
 - triple bottom line 17–18, 184–5, 205–8, 214, 282–4
- Balanced Scorecard, concepts 14, 17, 30–1, 122, 130–1, 289–90, 301
- Bank of America 41
- Bank of Scotland 58
- Bankinter 131–2
- Bargaining power of buyers/sellers, ‘five forces’ (Porter) 81
- Barloworld 199–200
- Barrett, Richard 111
- Barshes, Warren 139
- BASF 244–5
- BAT, *see* British American Tobacco (BAT)
- BBVA 105, 132
- Becker, Gary 130, 168
- Beck’s 69
- Belgium 69, 75
- Bell Canada Enterprises 118–19
- Bell, David 163
- Ben & Jerry’s 184
- Benanav, Gary 29
- Benchmarks 121
- Berkshire Hathaway 92–3, 123
- Berlin Wissenschaftszentrum 183
- Bextra 254
- Bezos, Jeff 60
- BHP Billiton 202–3, 245, 275
- Bibliography 308–10
- Bickham, Edward 264
- Bishop, Matthew 189–90
- BMO Financial Group 19, 84–5, 122–3
- Boards of directors
- Corporate Social Responsibility (CSR) 196–7, 200–1
 - diversity 163–8, 171, 177
 - governance 99–110, 196–7, 200–1
- Body Shop 135–6, 184, 239, 244
- Boise International 20–1, 31–3, 74–8, 124–7, 173–7, 232–5, 268–72, 302–6
- Book-keeping 14–15
- Book value
- concepts 2–8, 11–12, 121
 - market capitalisation 2–8, 11–12, 121
- Boston Consulting Group 63
- Bowman, Philip 293

- Box-ticking issues, governance 100–1
 BP 8, 25, 106–8, 123, 183, 208, 210–11, 221, 241, 249, 268, 276, 293
 Brabeck-Letmathe, Peter 99, 103, 189
 Brancato, Carolyn Kay 102
Brand Asset Management... (Davis) 40
 Brand equity 42, 46–7
 Brand Equity Ten 42
 Brand Finance 40, 41, 63–4
 BrandEconomics 40
 Brands 2–8, 11–12, 13, 16–18, 26–30, 37–50, 68–9, 72–8, 279, 286–306
 concepts 2–8, 11–12, 13, 16–18, 26–30, 37–50, 68–9, 72–8, 279, 286–8
 corporate brands 45, 47–50
 crisis management 43–50
 emotional approaches 46–9
 equity 41–2
 investment volume 50
 key performance indicators (KPIs) 32, 49–50, 73–8, 124–7
 key reporting indicators 32, 41, 49–50
 perception indicators 50
 portfolio indicators 50
 product brands 45–7
 rankings 50
 reporting 32, 41–3, 49–50, 279, 286–306
 reputation/growth engine 38–43
 risk 43–4
 success factors 72–8
 turnover 45–7, 50
 valuations 27–8, 39–43, 49–50
 see also Competitive value
Brands: Visions and Values (Goodchild and Callow) 40
 Brazil 140–1, 194
 Brent Spar 3, 216, 249
 Bridgestone 44–5
 British American Tobacco (BAT) 106, 107–9, 123, 181, 223, 224–5, 229
 British Land (BL) 93–4, 251, 253
 Broadgate 15–16
 Bröms, Andres 112
 Brown, Donaldson 15
 Browne, Lord John 291
 Browning Ferris 202
 Bruce, Robert 4–5
 Brundtland Report 202
 Bryers, Stephen 104
 BSCH, *see* Grupo Santander (BSCH)
 BskyB 98
 BT Group 25, 57, 183, 206, 221, 241, 247, 268
 Buffett, Warren 92–4, 179–80
 Burberry 3
 Burger King 73
 Burleson, Omar 228
 Burson Marsteller survey 292–3
 Bush, George W. 95, 189
Business Ethics magazine 206, 261, 296
 Business planning 80, 111–21
 Business plans 68
 Business relationships, intangible assets 2
 Business reporting 13
 Business reviews 26, 50, 57, 119–20, 286–8
 brand reporting 50
 see also Annual reports
Business Strategy Review 239
Business Week 39, 180–1, 188
 Buyers, ‘five forces’ (Porter) 81
 Cadbury Schweppes 85–6, 87, 122, 137
 Cadbury, Sir Adrian 39, 99
 Callow, Clive 40
 CALPERS 218–19
 Cameco 115, 117–19
 Camera producers 82
 Canada 8, 19, 83–4, 97, 116–17, 123, 137–8, 184, 188, 190–1, 262, 282, 288–90
 Canadian Imperial Bank of Commerce (CIBC) 8, 19, 282, 288–91, 293
 Cap Gemini Ernst & Young Center for Business Innovation 4
 Capital
 concepts 129–31
 human capital 1, 4–6, 7, 11–13, 18, 23, 27, 49, 121–2, 129–77, 286–306
 markets 14–15, 101–2, 111–12
 Capitalism 14–15
 Carbon emissions 1, 79, 193, 208, 262, 280, 284
 CARE International 250
 Carrefour 25, 88
 Case studies, Boise International 20–1, 31–3, 74–8, 124–7, 173–7, 232–6, 268–71, 302–6
 Cash flow statements 13, 288
 see also Annual reports
 Castries, Henri de 154
 Catlette, Bill 133
 Cato Institute 182, 185

- Caulkin, Simon 11
Celebrex 254
Centre for Business Performance, Cranfield University 24
CEOs 98–110, 124, 137–9, 145–8, 240, 279, 282–3, 284, 285–9, 293, 303–6
 essayistic remarks 124, 279, 293
 generals 90
 governance 98–101, 108–10, 124, 284
 remuneration issues 98, 99–110, 137–9, 145–8, 240, 282–3, 287
 reporting recommendations 124, 279, 285–9, 293, 303–6
CFOs, HR managers 134–5
CFS, *see* Cooperative Financial Services (CFS)
Chairman's Statement 285
Chang, Kenneth 63
Change needs 16–17, 91–2
Charismatic leaders 90–3
 see also Leadership
Charkham, Jonathan 105–6
Chen, Xiangming 139
Chestnut, James 37
Children's Charities Coalition for Internet Safety 252
Chile 263–4
China 43, 68, 102, 115, 139–40, 157, 243, 249
 China Business Review 139
Chiquita 208, 214, 249
Chocolate 86
Churn rates, customers 48–9, 51–2
CIBC, *see* Canadian Imperial Bank of Commerce (CIBC)
Circle idea, stakeholder dialogue 270, 272
CitiCorp 13
Citigate Dewe Rogerson 103–4
Citigroup 165, 166–8, 172, 232–3, 270
Civic stage, organisational learning 268
Clausewitz, Carl von 274–5
Clear Air Act 203
Co-determination 7
Coca-Cola 3, 5, 37–8, 43, 46, 63
Codes of conduct, human resources (HR) 158–9, 174–5, 287, 305
Coffee Kids 250
Collard, Ron 129
Combined Code, governance 99, 104, 107
Commitment factors
 customers 58–62
 human resources (HR) 5–6, 62, 133, 148–59, 289–306
Communication factors 4, 29–33, 132–3, 241–2, 251–65, 275, 280–302
 human resources (HR) 132–3
 Internet communications 241, 252–4, 275, 281–2, 290–1
 style issues 291–300
Community activities
 Corporate Social Responsibility (CSR) 187–201, 289
 motivation issues 153–9
 stakeholder dialogue 218–27, 239–71
Community advisory panels, stakeholder engagement instruments 254
Companies, valuations 16, 121
Competitive value 5–6, 7, 30, 37–78, 183
 case study 74–8
 components 37–8, 72–8
 concepts 5–6, 7, 37–78
 regional issues 7
 success factors 72–8
 summary 72–8
 see also Brands; Customers; Markets
Competitors
 'five forces' (Porter) 81
 overview 50, 84–6
 strategy 81, 84–6
 trends 67, 84–6
Complaints, customers 62, 77, 191
Compliance fixation 18–19, 268
Computer software 2
Concrete reality, fallacy 27
Conflict-shooting dialogue, stakeholders 216–18
Consciousness-to-action needs, nonfinancial reporting 7–8
Conservation International 250
Consultations, stakeholders 222–6, 251–65, 268–71, 301–2, 306
Consumer surveys 50, 254, 259, 276, 286–8
 see also Customers
Contented Cows Give Better Milk (Catlette and Hadden) 133
Continuity needs, financial reporting 16–18
Control functions, reporting strategy 276
Coombs, Joseph 240
Cooperative Financial Services (CFS) 25, 220–1, 223, 231, 280
Copnell, Timothy 104

- Copyrights 2
 Core competencies 80, 97, 121
 CoreBrand 39–40, 50
 CoreRatings 181
 Corporate brands
 concepts 45, 47–50
 see also Brands; Corporate identity
 Corporate governance, *see* Governance
 Corporate identity
 concepts 45, 47–50, 69
 see also Corporate brands
 Corporate Register 23
 Corporate Social Responsibility (CSR) 2,
 6–7, 23, 30, 49, 80, 109, 165–6,
 180–235, 273, 276–92,
 294–306
 backlash 189–90
 boards of directors 196–7, 200–1
 charity/policy issues 187–201
 clarity issues 191, 197, 209–10,
 279–80
 concepts 180–255, 273, 280–92,
 298–9
 core business 193–5
 definitions 187, 189
 historical background 183–6
 individual approaches 206–7, 273, 279
 key performance indicators (KPIs) 201
 key reporting indicators 191
 language uses 185–6, 273, 292, 300
 mission 198–200
 regulators 183–4
 reporting 190–201, 220–1, 280–306
 sustainability issues 214–15
 UK 189, 280
 see also Ethical value
 Corporate strategy 4, 5–6, 11–12, 27,
 29–33, 37–8, 45, 47–50, 60, 68–9, 72,
 79–127, 251, 268, 273–9, 285–306
 see also Strategy
 The Corporation (Bakan) 228
 Corruption policies 1
 Cost accounting 14
 Cost-cutting exercises 80–1
 Cost of capital 112
 Cost/income ratios (C/I ratios) 73–4, 97,
 121, 125–6, 184–5, 286, 305
 Costs
 definition 18
 human resources (HR) 129–30, 147–8,
 153, 173, 175–7
 Cowe, Roger 292
 Coyles, Stephanie 57
 Cranfield University 24
 Credit Suisse Group 7–8
 Creditors 15
 Crisis management 43–50, 123–4
 CRM, *see* Customer relationship management
 (CRM)
 Cross-selling projects 52, 62
 CSR, *see* Corporate Social Responsibility
 (CSR)
 CSR Network 24–5, 240
 CTN 241
 Cult companies 46, 47–9, 59
 Cultural issues 4, 6–7, 15–16, 68, 139–46,
 148–59, 242–6
 motivation factors 148–59
 productivity factors 139–46
 stakeholders 242–6
 see also Regional issues
 Curtis, Carlton 37
 Customer equity, definition 54–5
 Customer relationship management (CRM)
 51–62, 121–2, 286
 Customers
 acquisition indicators 52, 61–2
 Balanced Scorecard 14, 30–1, 122,
 289–90, 301
 base 5–6, 12, 26–30, 51–2, 61–2
 churn rates 48–9, 51–2
 commitment factors 58–62
 complaints 62, 77, 191
 concepts 7, 28–9, 45–7, 50, 51–62, 72–8,
 218–27, 286–306
 entrepreneurial assets 51–62
 key performance indicators (KPIs) 61–2,
 73–8, 125–7
 key reporting indicators 52, 61–2
 loyalty 7, 28–9, 45–7, 50, 51–2, 54–62,
 217–18, 296
 orientation factors 53–4
 reporting 52, 61–2, 286–306
 retention 48–9, 51–62, 126
 sales breakdowns 62
 satisfaction 1, 5, 7, 12, 13, 16, 18, 20, 28,
 51–2, 56–62, 191, 259, 286–306
 success factors 72–8
 valuations 52–3
 see also Competitive value; Stakeholders
 Czech Republic 75, 232, 269

- DaimlerChrysler 17, 113–16, 123, 194–5
 Danone 293
 D'Aquino, Thomas P. 97
 Dasani 43
 Davis, Ian 274
 Davis, Scott M. 40
 DAX 30, 182
 De Ballardé, Francis 32, 174, 303–4
 Dell 55
 Deloitte 15–16, 29, 35, 121–2, 186
 Denham, Robert 13
 Denmark 8, 25, 26, 43, 73, 207–9, 229, 282–4, 301
 Department of Trade and Industry (DTI) 136–7, 162–3
 Departmental barriers 29–33
 DePree, D.J. 204
 Desai, Arun 32–3
 Deutsche Bank 222–3, 232, 243
 Deutsche Post World Net (DPWN) 60, 85, 86
 Development
 human resources (HR) 12, 13–14, 143–6, 151–2, 158–9, 162, 168–77, 210, 227, 287
 sustainable development (SD) 181–3, 202–15, 290–1
 DHL 85
 Diageo 70, 73
 Dialogue meetings, stakeholder-engagement instruments 254, 258, 261, 268–9
 Dilbert cartoons 227–8
 Disability, diversity issues 163–8
 Disclosures 1–8, 26, 37–8, 63, 100
 see also Transparency issues
 Distribution channels 65–7, 71–2
 Diversification plans, markets 65
 Diversity issues, human resources (HR) 133–4, 144–5, 162–8, 171, 174–7, 287, 305
 DJSI, *see* Dow Jones Sustainability Index (DJSI)
 Domini Social Investments 260
 Double-entry book-keeping 14–15
 Dow Chemical 135, 180, 206, 217, 241, 268
 Dow Jones Index 56
 Dow Jones Sustainability Index (DJSI) 27, 135, 191, 193, 201, 204, 221–2
 Downsizing 129–30, 174, 243–4
 DPWN, *see* Deutsche Post World Net (DPWN)
 Drucker, Peter 13, 53
 DTI, *see* Department of Trade and Industry (DTI)
 DuPont 15
 E-consultancy 121–2
 Earnings per share (EPS) 80, 84, 113, 116, 119–20, 184–5, 286, 289
 Earth Summit 219, 280–1
 Earthwatch Institute 249, 270
 EBITDA 43, 80, 83, 113, 208
 ECC 7
 ECC-Fishburn 243
 Eccles, Robert G. 1, 30
 Ecological policy 79, 202–15, 284
 see also Sustainability issues
 Economic Value Added (EVA) 20, 41, 242
The Economist 1, 23, 35, 55, 81, 179, 182, 184–5, 189–90, 247–8, 274, 280, 291
 Ecos 187
 Edelmann 248
 Edkins, Michelle 51
 Education
 performance issues 143–6, 168–71
 see also Training
 Effectivity 137–48
 Efficiency 137–48
 Egypt 252
 Elkington, John 17, 24, 205
 Elliot, Bob 11
 Emerging economies 141, 144–5, 179–80
 Emerson, Jed 14
 Emotional approaches, brands 46–9
 Employees, *see* Human resources (HR)
 Empowerment, motivation issues 150–2
 Energy Efficiency EU Green Paper 233
 Enhanced Analytics Initiative 26
 Enron 5, 18, 26, 97–8, 228
 Entine, Jon 219
 Entrepreneurs 51–62, 90–96, 150–1
 see also Leadership
 Environment Agency, UK 205
 Environmental accounting 17–18, 26
 E.On 113–15
 EPS, *see* Earnings per share (EPS)
 Equity, brands 41–2

- Ericsson 120–1, 123–4
 Eriksen, Rolf 197
 Ernst & Young 4, 26, 105
 Eskom 198–200
 Essayistic remarks, CEOs 124, 279, 293
Ethical Corporation magazine 194, 197, 208, 211, 218–19, 256, 292, 300
 Ethical Trading Initiative 6
 Ethical value 6, 7, 17–18, 23, 27, 101, 133, 179–235, 260–1
 accounting to assurance 183–6
 concepts 6, 7, 101, 179–235, 260–1
 critique 227–31
 free markets 181–3
 historical background 183–6
 indices 27, 135, 185, 201
 key performance indicators (KPIs) 201, 215, 226–7, 234–5
 performance issues 180–3, 201, 215, 226–7, 234–5
 regional issues 7
 reporting evolution 183–6
 ten leaders 229
 see also Corporate Social Responsibility (CSR); Stakeholders; Sustainability
 Ethnic Minority FTSE 100 Index 163
 EU, *see* European Union (EU)
 Europe
 Corporate Social Responsibility (CSR) 189
 genetically modified foods 7, 242
 governance 99–100, 102, 105
 human resources (HR) 136–7
 McDonald's 255–6
 rankings 25–6
 regional issues 6–7, 15, 23, 26, 99–100, 242–3
 European Corporate Responsibility Report (2005) 256
 European Union (EU)
 Accounts Modernisation Directive 26
 Energy Efficiency Green Paper 233
 Multistakeholder Forum of the European Union 27
 EVA, *see* Economic Value Added (EVA)
 Evasiveness issues, stakeholder dialogue 261–71
 Expectations, regulations 112–13
 Expert consultations, stakeholder engagement instruments 254
 ExxonMobil 7, 79, 218
 Factual approaches, human resources (HR) 142–6
 Fair Labor Association 226
 Fair Trade Certificates 193–4, 250–1
 Fallacy of Misplaced Concreteness 27
 Fannie Mae 102
 FASB, *see* Financial Accounting Standards Board (FASB)
 Fay, Chris 20
 Federal Express (FedEx) 59–60, 85, 133
 Federal Reserve Bank of Chicago 297
 Federal Reserve Bank of Philadelphia 3
 Feedback, stakeholders 222–6, 251–61, 303
 Fellini, Federico 301
 Ferrari 48
 Film studios 18
 Financial Accounting Standards Board (FASB) 13, 15, 18, 26, 39
 Concept Statement 18
 FASB 142 39
 Financial community, stakeholders 242, 245, 246–8, 265–6
 Financial controlling 29–33
 Financial performance
 Balanced Scorecard 14, 17, 30–1, 122, 130–1, 289–90, 301
 see also Performance issues
 Financial reporting
 Annual Report on Annual Reports 18–19
 change needs 16–17
 clarity issues 11, 13–14, 18–19, 230, 279–92, 300–2
 continuity needs 16–18
 deficiencies 11–21, 111–12, 273–4, 279–91
 historical background 14–15
 integrated approaches 274–82, 286–8, 300
 overload problems 11, 13–14, 18–19, 279
 recommendations 32, 41–3, 49–50, 52, 61–2, 65, 71–2, 97–8, 101, 109–10, 113, 120–1, 137, 139, 147–8, 153, 158–9, 183–6, 190–221, 226–7, 274–302
 reporting gap 16, 30–1, 111–13, 273–4, 279–80, 297
 resistance to change 14–15
 strategy 96–7, 273–9, 285–8, 304–6
 structure considerations 279–91
 style issues 291–300
 true and fair view 17–21, 273–4, 286–8
 see also Annual reports

- Financial Reporting Council 104
Financial Reporting Standards (FRSs)
FRS 10 39
FRS 11 39
Financial reviews 50
see also Annual reports
Financial Times 1, 4–5, 52, 79–80, 98,
159–60, 187, 243, 278, 293
Finland 172, 259
Fiorina, Carleton S. 295
Firestone tyres 43–5
Fishburn Hedges 7
‘Five forces’ (Porter) 81
Fixed assets 2
Focus
reporting strategy 275–6
strategy 79–127, 290–1
Focus groups, stakeholder-engagement
instruments 254
FOE, *see* Friends of the Earth (FOE)
Forbes, Steve 190
Ford, Henry 90
Ford Motor 19, 25, 38–9, 43–5
Forecasts 5–6, 12–13, 80, 111–27, 287–8,
305–6
accuracy issues 116–19
challenges 111–27
concepts 111–27, 287–8, 305
key performance indicators (KPIs) 121
key reporting indicators 113
paths to growth/glory 119–21
profits 112–13, 121
reporting 113, 120–1, 287–8, 305
systemised forecasts 113–16
unorthodox approaches 119–21
see also Strategy
FORTUNE 13, 25, 79–80, 133, 167, 190–1,
213, 228, 281
Forum for the Future 249
Foster’s 66, 67, 74
France 15, 19, 25–6, 55–6, 66, 73–4, 88,
100, 143–6, 153–6, 163, 168–9, 172,
183–4, 189, 243–5, 293
Free markets, ethical value 181–3
Fresh-foods market 53–4
Friedman, Milton 180–1
Friends of the Earth (FOE) 248, 292
FRSs, *see* Financial Reporting Standards
(FRSs)
FTSE
100 65, 94, 116, 163
250 134, 182
All Share 205
FTSE4Good 27, 135, 185, 201, 213
Fuji 42
Fujitsu 89–90, 122
Full and fair disclosures, SEC 15
Fuller, Jane 187
Fund managers 5, 246–7, 265–6
Futerra 241
Future performance 5–6, 12–13

GAAP, *see* Generally Accepted Accounting
Practices (GAAP)
Gabrielli, Giovanni 20–1, 32, 77, 304
Gap 239, 260–1
Garnier, Jean-Pierre 98, 249
Gates, Bill 11, 179–80
GDP, *see* Gross Domestic Product (GDP)
GE, *see* General Electric (GE)
Geest 53–5, 73–4, 185
GEMI, *see* Global Environmental
Management Initiative (GEMI)
Gender issues 91, 95–6, 122–3, 135–6, 142,
145, 162–8, 177
General Electric (GE) 5, 20, 32, 75, 79,
106, 108–9, 112, 302
General Motors 15, 44–5, 129
Generali 142–3
Generally Accepted Accounting Practices
(GAAP) 11, 13, 14–15, 16–17, 24,
51–2, 98, 110, 206, 297
Genetically modified foods 7, 242, 262
George, Rick 262
Germany 6–7, 12, 17, 26, 48, 85, 99–100,
113–14, 123, 130, 136, 151–2, 156–7,
172, 182, 189, 191, 194, 222, 225–6,
243–5, 280
Gerstner, Lou 161
Gilding, Paul 187
Gilley, K. Matthew 240
Gitsham, Matthew 211
GlaxoSmithKline (GSK) 98, 150–1, 155,
218, 249, 266–7, 270
Global Brand Scorecard 39–40
Global Environmental Management Initiative
(GEMI) 31
Global Reporters Survey (2004) 25
Global Reporting Initiative (GRI) 16, 24,
27, 30, 135, 183–4, 206–7, 224,
273, 282
Global Stakeholder Report 220, 246–7

- Global warming 79
- Globalisation 179–80, 248–9
- GlobeScan 26–7, 186, 191, 202–3, 243
- GM, *see* Genetically modified foods;
- GovernanceMetrics (GM)
- Goethe, J.W. 14
- Going concern concept 19–20
- Going off the Rails* (Plender) 27–8
- Gokey, Timothy C. 57
- Goldman Sachs 249
- Goodchild, John 40
- Goodwill 2–4, 13, 28, 40–1
- Goodyear, Chip 202
- Google 1
- Governance
- accounting fraud 98
 - auditors 99–110
 - boards of directors 99–110, 196–7, 200–1
 - box-ticking issues 100–1
 - capital markets 101–2
 - CEOs 98–101, 108–10, 124, 284
 - Combined Code 99, 104, 107
 - committees 99
 - concepts 1–2, 5–6, 8, 17, 24–5, 79–80, 97–110, 121–7, 279, 286–306
 - definition 99
 - historical background 97–8, 99–100
 - institutional investors 98, 101–2
 - key performance indicators (KPIs) 110, 125–7
 - key reporting indicators 97–8, 101
 - non-executive directors 106–10
 - premium incentives 101–10
 - rankings/ratings 100–2, 107, 110, 289, 293–4, 296–7
 - regional issues 99–103
 - regulators 97–8, 100–1, 104
 - remuneration issues 98, 99–110, 137–9, 145–8, 240, 282–3, 287
 - reporting 97–8, 101, 109–10, 279, 286–306
 - top management 98–110
 - UK role 99–103, 106
- see also* Management; Transparency issues
- GovernanceMetrics (GM) 102
- Goyder, Mark 237, 300–1
- Great Britain, *see* UK
- Great Depression (1929) 14–15
- Greece 252
- Green Alliance 270
- Greenbury committee 99
- Greenhouse effect 7, 210, 262
- Greenpeace 6, 79, 187, 206, 216, 219, 242, 247–9, 262, 271
- Gremling, Harry 20–1, 32, 74–8, 124–7, 173–7, 232–5, 268–71, 302–6
- Greuze, René 31
- GRI, *see* Global Reporting Initiative (GRI)
- Gross Domestic Product (GDP) 179–80
- Growth, strategy KPIs 97
- Grupo Santander (BSCH) 161–2
- GSK, *see* GlaxoSmithKline (GSK)
- The Guardian* 219, 281, 292
- Guillaume, Mike 18–19
- Guinness 70, 73–4
- Gulati, Sunil 41
- GUS 3
- H&M 197
- Hadden, Richard 133
- Haigh, David 41
- Hall, Jeremy 262
- Hampel committee 99
- Hanks, Tom 60
- Harley-Davidson 59, 74
- Hart, Basil Liddell 90
- Harvard Business Review* 1, 21, 28, 67, 129–30, 194, 268, 295
- Harvard Business School 1, 30, 80, 189–90
- Harvey-Jones, Sir John 63
- Hawken, Paul 256, 262
- Helen Keller Achievement Award 58
- Henderson, David 180–1, 190
- Henkel 156–7, 171–2
- Hermann Miller 203–4
- Hermes 51
- Hewitt Associates 138
- Hewlett-Packard (HP) 25, 95, 133, 291, 294–6, 301
- Hill & Knowlton 182, 298
- Hill, Nigel 56
- Hilton, Steve 197, 292
- Hodgkinson, Robert 111
- Holistic perspectives 278–9, 281–2
- Holland, *see* Netherlands
- Home Depot 187–9, 198
- Hong Kong 102, 157
- Household 3
- How to Measure Customer Satisfaction* (Hill *et al*) 56
- Howell, Robert A. 13

- HP, *see* Hewlett-Packard (HP)
- HR, *see* Human resources (HR)
- HR managers, CFOs 134–5
- HSBC 3, 25, 269
- Human capital 1, 4–7, 11–13, 18, 23, 27, 49, 121–2, 129–77, 286–306
- concepts 130–77, 286–7, 295–6
 - definition 130
 - education/training benefits 168
 - index 132–4
- Human resources (HR) 4–7, 13–14, 18, 23, 30, 49, 91–2, 129–77, 203–4, 218–27, 240–71, 286–306
- absenteeism rates 133, 137–9, 144–5, 147–8, 174–7
 - age discrimination 162–8
 - annual reports 130, 147–8, 158–9
 - assessments 153–4, 158–9, 203–4
- Balanced Scorecard 14, 130–1, 289–90, 301
- codes of conduct 158–9, 174–5, 287, 305
 - collegial flexible workplace 132–3
 - commitment factors 5–6, 62, 133, 148–59, 289–306
 - communications integrity 132–3
 - concepts 129–77, 218–19, 240–2, 286–8, 295–6
 - costs 129–30, 147–8, 153, 173, 175–7
 - development 12, 13–14, 143–6, 151–2, 158–9, 162, 168–77, 209, 227, 287
 - diversity issues 133–4, 144–5, 162–8, 171, 174–7, 287, 305
 - downsizing 129–30, 174, 243–4
 - factual approaches 142–6
 - focus needs 146–7, 244–6
 - gender issues 135–6, 142, 145, 162–8, 175–7
 - key performance indicators (KPIs) 148, 159, 170–1, 175–7
 - key reporting indicators 137, 139, 147–8, 158–9, 162
 - leveraging 132–7
 - loyalty 4–5, 28
 - race discrimination 162–8
 - recruitment 132–4, 287
 - regional issues 7
 - reporting 137, 139, 147–8, 158–9, 162, 286–306
 - retention 28, 132–4, 137–9, 144–5, 212–13, 284, 287
 - rewards 132–3, 153–6, 173–4, 305
 - strategy 143–6
 - talent-harnessing activities 159–71
 - ten leaders 172
 - trade unions 135–6, 140, 144, 244
 - training 143–6, 151–2, 158–9, 162, 168–77, 209, 227, 287
 - turnover 137–9, 144–8, 162, 284, 287
 - value concepts 129–77, 302
 - work–life balance 149–50, 152–3, 158–9, 162, 305
- see also* Motivation issues; Stakeholders
- Human rights 214, 244, 247, 260
- Human Rights Watch 214, 247
- Hunkin, John S. 289
- Hurricane Katrina 188
- Hutton, Will 239
- IASs, *see* International Accounting Standards (IASs)
- Iberdrola 275
- Ibis 66
- IBM 54–5, 161, 168, 172
- ICI 63
- Idei, Noboyuik 88
- Identity, reporting strategy 275–6
- IFRSs, *see* International Financial Reporting Standards (IFRSs)
- Image 41, 47, 259
- Immelt, Jeff 79, 108–9
- Improving Stakeholder Engagement Reporting* (ACCA) 266–7
- In the Dark* survey (Deloitte) 15–16, 29, 35
- Income statements 13, 286–8
- see also* Annual reports
- Independent verifications, nonfinancial reporting 23–4, 186–7, 209–10
- India 41, 73–4, 86, 199–200, 229, 247, 295
- Indonesia 102
- Infosys 40–2, 46, 73–4, 247
- ING 154–6
- Ingenico 146
- Innovation Management* (Afuah) 91
- Innovations 1, 4, 12, 37–8, 79–80, 86, 97, 150–2, 160–71, 262
- potential threats 262
 - strategy KPIs 97
- Insight, leadership 93–7, 274
- The Institute of Chartered Accountants in England & Wales 12–13, 27, 39

- Institutional investors, governance 98, 101–2
- Institutional Shareholder Services (ISS) 101–2, 110
- Intangible assets
 concepts 2–4, 12, 13–14, 51, 159–71, 246–7, 275
 self-generation issues 28
 valuations 13–14, 26–8, 246–7
- Integrated approaches, reporting strategy 274–82, 286–8, 300
- Intellectual capital (IC) 2, 4, 7, 11–13, 16–17, 23, 28, 131–2, 159–71, 275, 295–6
 concepts 2, 4, 7, 11–13, 16–17, 23, 28, 131–2, 159–71, 275, 295–6
 definition 131
see also Human capital
- Intellectual property (IP) 2, 4, 7, 11–13, 16–17, 23, 28, 131–2, 159–71, 275
 concepts 159–71
 defensive/offensive exploitation approaches 160–8
 exploitation 159–68
 key reporting indicators 162
- Interbrand 39–40, 50
- Interbrew 69
- Internal processes, Balanced Scorecard 14, 30–1, 122, 289–90, 301
- International Accounting Standards (IASs) 2, 11
 IAS 38 intangible assets 2, 13, 39, 51
- International Civil Aviation Organization (ICAO) 213
- International Financial Reporting Standards (IFRSs) 11, 15–16, 24, 110, 206, 282, 284
- Internationality, strategy KPIs 97
- Internet 48, 60–1, 65, 76, 89, 241, 252–4, 275, 281–2, 290–1
- Intranets 61
- Investment volume, brands 50
- Investor Management Association 51–2
- Investor pressures, nonfinancial reporting 26–7, 97–8, 103–4, 111–12
- Investor Relations* magazine 26, 94, 279
- Investor Relations Officers (IROs) 104–5
- Investor relations presentations 15, 246–7
- Investor Relations Society 103
- Investors 15, 101–3, 104–5, 110, 138, 218–27, 239, 241–2, 246–7
see also Stakeholders
- Invisible Advantage* 4
- IP, *see* Intellectual property (IP)
- IR Yearbook 2005* 279
- IROs, *see* Investor Relations Officers (IROs)
- ISO certification 117–18
- ISS, *see* Institutional Shareholder Services (ISS)
- Italy 100, 142, 163, 189, 252, 301–2
- Ittner, Christopher D. 28–9
- J&B 70
- J&J, *see* Johnson & Johnson (J&J)
- J. Walter Thompson 298
- Jaguar 39
- James, Julian 43
- Japan 7, 25, 43–4, 48, 68–9, 73–4, 82, 88–9, 100–1, 108, 114–16, 123, 160–1, 189–91, 242, 252
 Firestone tyres 43–4
 governance 100–1
 rankings 25
 regional issues 7, 242–3
- Johnnie Walker 70
- Johnson & Johnson (J&J) 228–9
- Johnson, H. Thomas 112
- Joint ventures 87, 93–4
- Journal of Accountancy* 9
- Journal of Corporate Citizenship* 232
- Jung, Andrea 95
- Kaplan, Robert 14, 31
- KDDI 48
- Kersten, E.L. 148–9
- Kesko 259–60
- Key performance indicators (KPIs) 32, 49–50, 73–8, 125–7, 175–7
 brands 49–50, 73–8, 125
 Corporate Social Responsibility (CSR) 201
 customers 61–2, 73–8
 ethical value 201, 215, 226–7, 234–5
 governance 110, 125–7
 human resources (HR) 148, 159, 170–1, 173–7
 markets 72, 73–8, 124–7
 motivation issues 159
 outlook 121, 125–7
 productivity issues 148
 stakeholders 226–7
 strategy 97, 124–7
 sustainability issues 215

- Key reporting indicators
 brands 32, 41, 49–50
 Corporate Social Responsibility (CSR) 191
 customers 52, 61–2
 governance 97–8, 101
 human resources (HR) 137, 139, 147–8, 158–9, 162
 intellectual property (IP) 162
 markets 66
 motivation issues 153
 outlook 113
 productivity factors 137, 139
 stakeholder dialogue 218–19
 strategy 80–1, 96–7
 sustainability issues 207
- Keynes, J.M. 20, 239
- Kikkoman 160–1
- King, Mervyn 1
- Kingfisher 275
- Kirin 68
- K-Mart 90
- Know-how 12, 17, 180
- Knowledge assets 2, 3, 12–13, 295–6
see also Human capital
- Kodak 165, 166–8
- Kotler, Philip 72
- Kovacevich, Richard M. 296–7
- KPMG 11, 81, 104, 184, 186, 190–1
- Kraft 39
- Kropf, Susan J. 95
- Krut, Riva 191
- Kyoto agreement 262
- Labour standards 1
- Lampel, Joseph 81
- Landor 39–40, 50
- Landsburg, Steven E. 203
- Larcker, David 4, 28–9
- Larson, Ken 301
- Latin America 102–3, 141, 144
- Lawrence, Felicity 219, 280–1
- LBS, *see* London Business School (LBS)
- Leadership 4, 93–6, 98–110, 123, 137–9, 145–8, 240, 279, 282–3, 284, 285–9, 293
 CEOs 98–110, 124, 137–9, 145–8, 240, 279, 282–3, 284, 285–9, 293, 303–6
 charismatic leaders 90–3
 governance 98–110
 insight 93–7, 274
 strategy 87–97
 vision 90–7, 285–6, 300–1
see also Entrepreneurs; Management Learning and growth, Balanced Scorecard 14, 130–1, 301
- Legalism 15, 24
- Lev, Baruch 2, 28, 275
- Levitt, Theodore 65, 67
- Liberalism 15
- Ligteringen, Ernst 206–7
- Little, Arthur D. 246, 280
- Lloyds TSB 43, 155–6, 172
- Logistics 70–1
- London Business School (LBS) 39, 51–2, 63–4, 134–5
- Long-term decisions 15–16, 20
- Lord's Prayer 11
- L'Oréal 63
- Lovins, Amory 262
- Low, Jon 4, 276
- Lutz, Bob 129
- LVMH 168–9, 172
- M&As, *see* Mergers and Acquisitions (M&As)
- McConnell, David 95
- MacDonald, Chris 206
- McDonald's 7, 19, 255–6
- Machinery 2
- McKinnell, Hank 255
- McKinsey 30, 57, 68–70, 82, 102–3, 129, 181, 251, 274
McKinsey Quarterly 57, 68–70, 102, 251
- Maeda, Shinzo 115
- Maitland, Alison 243, 293
- Malaysia 69
- Management 98–110, 124, 137–9, 145–8, 240, 279, 282–3, 284, 285–9, 293, 301–2
 360 degree evaluations 153–4
 concepts 79–127, 301–2
 crisis management 43–50, 123
 deficiencies 4–5
 diversity 133–4, 144–5, 162–8, 171, 174–7, 287
 nonfinancials 4–6, 7, 9, 27–9, 37–8, 43–50, 79–127, 301–2
 ten leaders 123, 172
 turnover 19–20
 value 79–127, 301–2
see also Governance; Leadership; Outlook; Strategy

- Management Discussions & Analyses (MD&As) 15, 19, 38–9, 50, 284
see also Annual reports
- Manchester United Plc 185
- Market capitalisation
 book-value 2–8, 11–12, 121
 concepts 2–8, 37–8, 40, 121, 246–7
- Market Metrics...* (LBS) 64–5
- Market position, market strategy 63, 68–9, 71–2
- Market research, brands 50
- Market shares 1, 5, 20, 30, 38, 41, 50–1, 63–7, 72, 76–8, 84–6, 126, 286–306
- Market strategy, market position 63, 68–9, 71–2
- Market value added 56
- Marketing 37–8, 63, 69–71, 115–16, 288, 306
- Marketing and the Bottom Line* (Abler) 69
- Marketing Management* 45
- Markets 37–8, 63–78, 124–7, 278, 287–8
 concepts 63–78
 diversification plans 65
 key performance indicators (KPIs) 72, 73–8, 125–7
 key reporting indicators 63
 market shares 1, 5, 20, 30, 38, 41, 50–1, 63–7, 72, 76–8, 84, 86, 125, 286–306
 metrics 6, 63–4, 72
 new products 71–2
 niches 63–4
 reporting 66, 71–2
 sectors 63, 67–8, 278, 287–8
 segments 30, 63–4, 71–2
 size indicators 72
 success factors 72–8
 trends 67, 84–7
see also Competitive value
- Marks & Spencer (M&S) 57, 240, 248
- Materiality concerns 24, 211, 279–91
- Maximalist/minimalist sustainability reporting 204–10
- Maxwell, Robert 99
- MBA campuses, USA 168
- MD&As, *see* Management Discussions & Analyses (MD&As)
- Mercedes-Benz 114
- Mercy Corps 250
- Mergers and Acquisitions (M&As) 2, 3–4, 12, 38–9, 87
- Metrics, markets 6, 63–4, 72
- Metro 169
- Michelin 43
- Microsoft 3, 5–6, 11–12
- Mid-term decisions 15–16
- Minimalist/maximalist sustainability reporting 204–10
- Minos, King 1–2
- Minotaur 1–2
- Mintzberg, Henry 81–3
- Mission statements 58, 198–200, 227, 277, 285–6, 290–1, 298, 304–5
- Mitzuho International 105–6
- MmO₂ 222–4, 231
- Mobile phones 48–9, 52, 222–3, 251–3
- Modern Capitalism* (Sombart) 14
- Monobrand companies 47–8
- Monsanto 7, 218, 241–3, 261–2
- Moody-Stuart, Sir Mark 1, 264
- Moralism 179–80
see also Ethical value
- Morgan Stanley 39
- MORI 4, 56–7, 248
- Morley Fund Management 16
- Motivation issues
 community activities 153–9
 concepts 5–6, 133, 148–59, 173, 177, 212, 261
 cultural factors 148–59
 empowerment 150–2
 human resources (HR) 5–6, 133, 148–59, 173–7
 key performance indicators (KPIs) 159
 key reporting indicators 153
 reporting 153, 158–9
 satisfaction factors 153–6
 socialisation aspects 149
- Multibrand companies 45, 46–7
- Multistakeholder Forum of the European Union 27
- Murdoch, Rupert 98–9
- NAB, *see* National Australia Bank (NAB)
- Nakamura, Leonard 3
- Napoleonic wars 73
- Nardelli, Robert 188–9
- National Australia Bank (NAB) 150, 152–3, 155, 172
- Natural Resources Defence Council 206
- NatWest 65
- Nestlé 3, 99, 103, 106

- Netherlands 19, 25, 26, 53, 75, 100, 105, 119–20, 136, 154–6, 165, 229
- Networks 4
- New Economy 3, 81, 129
- New products 71
- New Reporting Models for Business* (Institute of Chartered Accountants in England & Wales) 12
- New Wine, New Bottles* Business Brief (White) 273
- New York Life Insurance 29
- New York Times* 63
- New Zealand 69, 252
- Newton, Andrew 208
- NGOs 6, 79, 97, 110, 179–80, 187–90, 213–14, 217–27, 232–3, 239, 245–71, 292–3
- concepts 247–70, 292–3
- importance 247–51, 266–8, 292–3
- see also* Stakeholders
- Niches, markets 63–4
- Nike 6, 24, 47, 49, 239, 249, 260
- Niven, Paul R. 130
- Nokia 47
- Non-executive directors 106–10, 123
- Nonfinancial reporting
- Balanced Scorecard 14, 17, 30–1, 122, 130–1, 289–90, 301
- concepts 1–8, 11–14, 15, 273–306
- crisis management 43–50, 121–4
- critique 23–5, 273–306
- importance 1, 3–4, 8, 11–12, 15, 19, 111–12, 273–306
- independent verifications 23–4, 186–7, 209
- integrated approaches 274–82, 286–8, 300
- investor pressures 26–7, 97–8, 103–4, 111–12
- materiality concerns 24, 211, 279–91
- paradoxes 27–9
- potentials 29–33
- pressures 25–7, 97–8, 103–4, 111–12, 273–306
- priorities 29–30
- rankings 18–19, 24–6, 50, 100–2, 107, 110, 280, 289, 293–4, 296–7
- readability issues 291–300
- recommendations 41–3, 49–50, 52, 61–2, 65, 71–2, 97–8, 101, 109–10, 113, 120–1, 137, 139, 147–8, 153, 158–9, 183–6, 190–221, 226–7, 274–302
- regulators 25–7, 97–8, 100–1, 104, 112–13
- reporting gap 16, 30–1, 111–13, 273–4, 279–80, 297
- rules 24–7
- self-concepts 273–4
- statistics 23–6
- story-telling factors 291–300
- strategy 96–7, 273–9, 285–8, 304–6
- structure considerations 279–91
- style issues 291–300
- tokenism 217, 280–1, 292
- Nonfinancials
- classification 5–6
- concepts 1–8, 18–21, 273–306
- consciousness-to-action needs 7–8
- definitions 1–2, 27–8, 273–4
- overheads 18–21
- performance issues 1–8, 28–9
- quantification factors 2–3, 184–5, 190–201
- regional issues 6–7, 15–16
- synonyms 2, 273
- value drivers 4–5, 21, 28–30, 32, 74–8, 124–7, 173–7, 232–6, 268–71, 301–6
- Norman, Wayne 206
- Norton, David 14, 31
- Norway 26, 202, 205
- Notes to the accounts 286, 288
- Novartis 195, 198, 229–30, 275, 277–8, 291, 302
- Novo Nordisk 8, 25, 208–10, 229–30, 251, 268, 275, 282–4, 290–1
- Novozymes 301
- Npower 271
- NTT DoCoMo 46, 48–9, 52, 73–4
- NWS Holdings 157
- NYSE 109
- Objectives, reporting strategy 275–6
- The Observer* 11
- OECD 2
- OFRs, *see* Operating and Financial Reviews (OFRs)
- Ogilvy and Mather 298
- O'Hoy, Trevor 66
- Old Economy paradigm 12–14
- Old Mutual 47
- Olivetti 143

- Olympus 160–1, 168
 O'Neill, Brian 20–1, 31–3
 Online forums, stakeholder-engagement instruments 254
 Operating and Financial Reviews (OFRs) 15, 26, 39, 88, 284
Orchestra Rehearsal (film) 301
 Organisational learning, stages 268
 Outlook 5–6, 12–13, 82, 111–27, 287–8, 305–6
 concepts 111–27, 287–8, 305
 key performance indicators (KPIs) 121, 125–7
 key reporting indicators 113
 reporting 113, 120–1, 287–8, 305–6
 see also Management
 Overheads 14, 18–21
 Oxfam 249, 292
 Oxley, Michael G. 100
- Pacific Research Institute 205–6
 Pacific Sustainability Index 281
 Pacioli, Luca 14
 Packard, David 294–5
 Paradoxes, nonfinancial reporting 27–9
 Parmalat 97–8
 Parson Consulting 116
 Partnerships, stakeholder-engagement instruments 254
 Patents 2, 13, 26, 28, 160–2, 176–7
 Patton, General George 90
 Pearson 163–4, 168
 Pension funds 26, 51, 99, 218–19
 Peppers, Don 52
 PepsiCo 38, 46, 73–4, 300
 Perception indicators, brands 50
 Performance issues 8, 15, 20, 32, 41, 49–50, 73–8, 97, 113, 116–17, 124–7, 146–8, 184–5, 208, 286–92
 ethical value 180–3, 201, 215, 226–7, 234–5
 nonfinancial reporting 1–8, 27–30
 ratios 8, 15, 20, 41, 73–4, 97, 113, 116–17, 146–8, 184–5, 208, 286–9, 305
 training 143–6, 168–71
 see also Key performance indicators (KPIs)
 Personnel, *see* Human resources (HR)
 Pfizer 3, 253–5
 Philip Morris 39, 217
 Philipppines 102
- Philips 245–6, 257
 Pilkington 87, 88
 Plender, John 27–8
 Pleon's Second World-wide Survey on Stakeholder Attitudes 186, 246–7
 Poland 75, 270
 Polly Peck 99
 Poncelet, Eric C. 232
 Porter, Michael 13, 80
 Porter Novelli 27
 Portfolio managers 15–16
 Potential-harnessing activities
 human resources (HR) 159–71
 reporting recommendations 170–1
 Potentials, nonfinancial reporting 29–33
 Poynter, Kieran 11
 PR exercises 24, 27, 44, 191, 280–1, 293, 298
 Pressures, nonfinancial reporting 25–7, 97–8, 103–4, 111–12, 273–306
 PricewaterhouseCoopers (PwC) 6–7, 11, 16, 30, 63, 87, 112, 129, 133
 Prince's Trust 192
 Principal/agent relationships 240
 Priorities, nonfinancial reporting 29–30
 Pro Natura 245
 Process factors 4, 13–14, 24–5, 80–97, 121–7, 220–7
 Balanced Scorecard 14, 30–1, 122, 289–90, 301
 stakeholder dialogue 220–7, 240–2
 strategy 80–97, 121–7
 Procter & Gamble 63, 241
 Product brands
 concepts 45–7
 see also Brands
 Productivity factors 5–6, 137–48, 165, 172–7
 concepts 5–6, 137–48, 172–7
 cultural issues 139–46
 influencing factors 137–9
 key performance indicators (KPIs) 148
 key reporting indicators 137, 139, 147–8
 ratios 148
 reporting 137, 139, 147–8
 Profit and loss accounts, *see* Income statements
Profit beyond Measure... (Johnson and Bröms) 112

- Profits
 customer satisfaction 56–8
 forecasts 112–13, 121
 strategy KPIs 97
see also Return...
- PTT 48
- Public welfare 187–235
 concepts 187–201
 definition 187
see also Corporate Social Responsibility (CSR)
- Puma 46, 47–9
- PwC, *see* PricewaterhouseCoopers (PwC)
- Qualitative/quantitative strategies 80–97
see also Strategy
- Quality issues 1, 6–7, 29, 53
- Quantification factors, nonfinancials 2–3, 184–5, 190–201
- Quantitative strategies 80–97
see also Strategy
- R&D, *see* Research & Development (R&D)
- Race discrimination, human resources (HR) 162–8
- Radisson SAS 42–3, 46, 73–4
- Rainforest Alliance 249
- Rank Xerox 56, 95
- Rankings 18–19, 24–6, 50, 100–2, 107, 110, 280, 289, 293–4, 296–7
- Rating Research 218
- Ratios 8, 15, 20, 41, 73–4, 97, 113, 116–17, 146–8, 184–5, 208, 286–9, 305
- RBC, *see* Royal Bank of Canada (RBC)
- RBS, *see* Royal Bank of Scotland (RBS)
- Readability issues, reporting 291–300
- Reagan, Ronald 181
- Real estate 2
- Recommendations, reporting 32, 41–3, 49–50, 52, 61–2, 66, 71–2, 97–8, 101, 109–10, 113, 120–1, 137, 139, 147–8, 153, 158–9, 183–6, 190–221, 226–7, 274–302
- Recruitment 132–4, 287
- Regional issues 6–7, 15–16, 23, 26, 70, 99–103, 139–46, 242–3
see also Cultural issues
- Regulators
 Corporate Social Responsibility (CSR) 183–4
 expectations 112–13
 governance 97–8, 100–1, 104
 nonfinancial reporting 25–7, 97–8, 100–1, 104, 112–13
 stakeholder dialogue 251–2
 strategy 251
- Reichheld, Fred 55
- Relational capital 131–2
- Remuneration issues
 governance 98, 99–110, 137–9, 145–8, 240, 282–3, 287
 human resources (HR) 132–3, 153–6, 173–4, 305
- Reputations
 brands 38–43
 concepts 2–4, 6, 7–8, 17, 20, 38–43, 79–80, 129–30, 191, 241, 244–6, 266–8
 intangible assets 2
 stakeholder dialogue 241, 244–6, 266, 267–8
- Research & Development (R&D) 3, 26, 28, 31, 45, 49, 97, 114, 127, 160, 171, 173, 284
- Restructuring 88–9, 115–16, 129–30, , 177, 243
- Retention
 customers 48–9, 51–62, 126
 human resources (HR) 28, 132–4, 137–9, 144–5, 212–13, 284, 287
- Return on Capital (ROC) 52
- Return on Capital Employed (ROCE) 67, 146, 208
- Return on Customers* (Peppers) 52
- Return on Equity (ROE) 8, 49, 68, 73, 84, 114–17, 121, 208, 287, 289–90
- Return on Investment (ROI) 15, 20, 56, 72–3, 121, 305
- Returns, risk 94
- Rewards, human resources (HR) 132–3, 153–6, 173–4, 305
- R.G. Barry 137
- Rio Tinto 208, 211–12, 213, 229–30, 275, 282, 290–1
- Risk
 brands 43–4
 minimisation 241, 289
 returns 94
- Risk & Opportunity: Best Practice in Non-Financial Reporting* 2
- Roberts Environmental Center of Claremont McKenna College 281
- ROC, *see* Return on Capital (ROC)

- ROCE, *see* Return on Capital Employed (ROCE)
- Rodgers, Buck 54–5
- ROE, *see* Return on Equity (ROE)
- Roebuck 90
- ROI, *see* Return on Investment (ROI)
- Romancing the Customer* (Temporal) 42
- Rothermund, Heinz 216
- Rowntree 3
- Royal Bank of Canada (RBC) 116–17, 123, 193, 198
- Royal Bank of Scotland (RBS) 56, 65–6, 69, 115, 193–4, 198
- Royal Dutch/Shell 25
- Ruckelshaus, William 202
- Rutledge, John 16–17
- S&P, *see* Standard & Poor's (S&P)
- Safire, William 239
- SAI, *see* Social Accountability International (SAI)
- Saint-Gobain 143–6, 171–2
- Saipan 260
- SAP 5–6, 12, 63, 150, 151–2, 155, 171–2
- Sarbanes–Oxley Act 2002 (SOX) 100, 109
- SAS 19, 133
- SCA 19
- Scale and frequency, reporting strategy 275–6
- Scandals 5, 18, 26, 97–8, 228–9
- Scandinavia 6–7, 26, 205
see also individual countries
- Schultz, Don E. 45
- Schwarzenegger, Arnold 18
- Scoris rating agency 182
- Scott, Lee 92
- SD, *see* Sustainable development (SD)
- Sear del 140, 143
- Sears Roebuck 14, 130
- SEAT, *see* Socio-Economic Assessment Toolbox (SEAT)
- SEC, *see* Security and Exchange Commission (SEC)
- Sectors, markets 63, 67–9, 278, 287–8
- Security and Exchange Commission (SEC) 13, 15, 102
- Segments, markets 30, 63–4, 71–2
- Self-concepts, nonfinancial reporting 273–4
- Self-generation issues, intangible assets 28
- Self-regulation issues, stakeholders 239
- Shapiro, Robert 261–2
- Shareholder value 239, 241–2
- Shareholder Value* magazine 138
- Shareholders 101–2, 110, 138, 218–27, 239, 241–2, 285–6
see also Stakeholders
- Shell 1, 3, 6, 20, 25, 165–6, 171–2, 180, 206, 216, 218, 223–4, 229–30, 241, 249
- Sherwood, Bob 159–60
- Shiseido 114–16
- Short-term returns 8, 12–13, 79–80
- Siemens 5, 20, 32, 302
- Singapore 16, 69–70, 102
- Six Sigma 112
- Skandia 17, 275
- Skipper, Anita 16
- Sloan, Alfred 15
- Sloan Management Review* article 81, 262
- Smirnoff 70, 73–4
- Smith, Fred 60
- Social Accountability International (SAI) 186, 213–14
- Social accounting 17–18, 26
- Social auditing 183–6
- Social responsibility 2, 6–7, 17–18, 23, 49, 108–9, 165–6, 180–235, 260, 274, 278, 294–6
- Socialisation aspects, motivation issues 149
- Socially Responsible Investment (SRI) 280
- Société Générale 55–6
- Socio-Economic Assessment Toolbox (SEAT) 263–4
- Sofitel 66
- Soft factors 49, 61–2, 112
- Sombart, Werner 14
- Sony 88, 123
- Sørensen, Lars Rebien 284
- Sorrell, Sir Martin 298–9
- South Africa 47, 86, 140, 144, 198–9, 243–4, 249
- Southcorp 66
- Southern Company 94
- Soviet Union 202–3
- SOX, *see* Sarbanes–Oxley Act 2002 (SOX)
- Spain 47, 100, 105, 131–2, 140–2, 161–3, 172, 275
- Speaking the Same Language* research report 280
- Spin 64
- Sports goods 46–8
- SRI, *see* Socially Responsible Investment (SRI)

- Stakeholder value 239, 241–2
- Stakeholders 4, 6, 13–16, 24–7, 91–2,
111–13, 135–6, 180–1, 216–35, 239–71,
273–9, 285–91, 301–2, 306
- accountability issues 8, 11, 24–5, 70,
117–18, 132–3, 239–42, 283–4, 288–90
- annual reports 227
- audience identification 218, 226–7, 239,
244–7, 265–6
- concepts 216–35, 239–71, 273–9,
285–91, 301–2, 306
- conflict-shooting dialogue 216–18
- consultations 222–6, 251–65, 268–71,
301–2, 306
- corporate myopia 218–19, 241, 247–8
- critique 239–71
- cultural issues 242–6
- dialogue 216–35, 239–71
- engagement benefits 50, 241–2, 254, 259,
261, 265–8, 275–7, 280, 301–2, 306
- evasiveness issues 261–71
- feedback 222–6, 251–61, 303
- financial community 242, 245, 246–8,
265–6
- identification 218, 226–7, 239, 244–7,
265–6, 273–4
- Internet communications 241, 252–4,
275, 281–2, 290–1
- key performance indicators (KPIs) 226–7
- key reporting indicators 218–19
- management recommendations 264–6
- mapping 244, 247
- NGOs 6, 79, 97, 110, 179–80, 187–90,
213–14, 217–27, 232–6, 239, 245–71,
292–3
- novelty factors 239–42
- ongoing dialogue processes 257–61
- potential threats 262
- regulators 251–2
- reporting 218–19, 226–7, 285–91, 306
- reputation benefits 241, 244–6, 266,
267–8
- self-regulation issues 239
- systemising processes 220–7
- tokenism 217, 280–1, 292
- types 218, 226–7, 239, 244–7, 265–6
- weightings 218, 244, 247–8, 261, 265–6,
268–9, 273–4
- win-win strategy 216–18, 262–3
see also Ethical value
- Standard & Poor's (S&P) 2, 23, 93, 100–2,
107, 110, 280
- Starbucks 193–4, 198, 229–30,
250, 257
- Stella Artois 69
- Stern Stewart 122
- Stewart, Thomas A. 13
- Stock options 109–10
- Stora Enso 164, 172
- Story-telling factors, nonfinancial reporting
291–300
- Strategic Management Journal* 240
- Strategic planning 80, 111–21
- Strategy 4–6, 11–12, 27, 29–33, 37–8, 45,
47–50, 64, 68–9, 71–2, 79–127, 251,
268–79, 285–306
- annual reports 82–5, 96–7, 273–9
- competitors 81, 84–6
- concepts 79–97, 121–7, 273–9, 285–306
- definitions 80–1, 90–1
- human resources (HR) 143–6
- instinctive/reflective processes 83–4
- integrated reports 274–82, 286–8, 300
- key performance indicators (KPIs) 97,
125–8
- key reporting indicators 80–1, 96–7
- processes 80–97, 121–7
- purple prose 82
- qualitative/quantitative strategies 80–97
- regulations 251
- report recommendations 80–1, 96–7,
273–9, 285–8, 304–6
- restructuring 88–9, 115–16, 129–30
- simplicity 274–5
- sustainability issues 211–15
- targets 83–7, 112, 114–18, 211–15
- vision 8, 42, 80–97, 121–7, 285–6,
300–1
see also Management
- Structural capital 131–2
- Structure considerations, reporting 279–91
- Style issues, reporting 291–300
- Success factors
- competitive value 72–8
- people competence 137
- Suez 143, 145–6, 171–2, 208–10, 279
- Suncor 262
- Sunderland, John 86, 137
- Suppliers 81, 220–7
- 'five forces' (Porter) 81
see also Stakeholders

- Supply chains 240
- Surveys, stakeholder-engagement instruments
50, 254, 259, 276, 286–8
- Sustainability 2, 17–18, 23–4, 184, 205,
220, 280
- Sustainability issues 1, 2, 6, 23, 30–1,
142–3, 153, 180–3, 202–15, 273–4,
280–2, 290–1
- annual reports 215
- concepts 202–15, 273–4, 280–2,
290–1
- Corporate Social Responsibility (CSR)
214–15
- key performance indicators (KPIs) 215
- key reporting indicators 208
- minimalist/maximalist reporting needs
204–10
- reporting 204–10, 214–15, 280–2,
290–1
- strategy 211–15
- targets 211–15
- UK 205, 211–12, 280
- see also* Ethical value
- Sustainable development (SD) 181–3,
202–15, 290–1
- concepts 181–3, 202–15, 290–1
- definition 202
- trends 202–4
- Sutherland, Peter 249
- Sweden 17, 19, 26, 100, 120–1, 123
- Swiss Consulting Group 180
- Swiss Ethos Fund 103
- Switzerland 99, 103, 195, 198, 229
- Syngenta 105
- Systemised forecasts 113–16
- see also* Forecasts
- Talent-harnessing activities, human resources
(HR) 159–71
- Targets
- strategy 83–7, 112, 114–18, 211–15
- sustainability issues 211–15
- Tata Group 199–200, 229–30
- Tata, Jamshedji 199
- Taylor, Jerry 182
- Taylor Nelson Sofrès 54
- Team Depot 188
- Teams 149
- Technology 1, 4, 26, 127, 161–2
- Telecom Italia 143
- Telefónica 47, 140–3, 171–2
- TELUS 19, 83–4, 122
- Temporal, Paul 42
- Ten Commandments 11
- Tesco 65
- Texaco 134
- Thailand 69, 102
- Thatcher, Margaret 181
- Theseus 1–2
- Thomas, Alison 6–7
- Tokenism 217, 280–1, 292
- Toll Holdings 70–1
- Tomorrow's Company 237, 300–1
- Top-down approaches, business planning
120–1
- Toward the End of Time*
(Updike) 60
- Toyota 106, 108, 123, 149
- Trade names 13
- Trade unions 135–6, 140, 144, 244
- Training
- human resources (HR) 143–6, 151–2,
158–9, 162, 168–77, 210, 227, 287
- see also* Education
- Transparency International 247
- Transparency issues 4, 18–19, 61–2,
97–110, 121–7, 146–7, 247, 252
- see also* Disclosures; Governance
- Trelleborg 19
- Trends, markets 67–8, 84–6
- Triple bottom line 17–18, 184–5, 205–8,
214, 282–4
- True and fair view 17–21, 273–4, 286–8
- Turnover
- brands 45–7, 50
- human resources 137–9, 144–8, 162, 284,
287
- Tyco 5, 18, 97–8
- Tylenol capsules 228–9
- Ubelhart, Mark 138
- UK 2, 14, 25–6, 53–4, 70–4, 85–6, 100–6,
119–20, 123, 133–7, 150–1, 156–7,
163–8, 172, 182–3, 205, 211–12, 220–9,
252, 280, 297–8
- book-keeping developments 14
- brands 39
- Corporate Social Responsibility (CSR)
189, 280
- customer satisfaction 56–7
- diversity issues 162–8
- governance role 99–103, 106

- UK (*cont.*)
 Government White Paper on intangible assets 2
 human resources (HR) 133–7
 rankings 25
 stakeholders 242–6, 252
 sustainability issues 205, 211–12, 280
- UNEP 2, 23, 25, 220
- Unilever 45, 46–7, 63, 115, 119–20, 240
- Unique Selling Proposition (USP) 41, 122–3, 285–6, 298
- United Technologies 19
- United Utilities (UU) 257, 258–9, 268
- Unitil 57
- University of Michigan Business School 56
- Updike, John 60
- UPS 59–60, 85, 213–14, 229–30
- USA 7, 11–19, 23–7, 43–4, 55–7, 66, 73–4, 81–2, 86, 117, 123, 133–5, 155, 161, 166–8, 172, 180–1, 210, 228–9, 260, 294–5
Annual Report on Annual Reports 18–19
 auto manufacturers 11, 43–4
 community activities 7
 customer satisfaction 56–7
 diversity issues 162–3
 FASB 13, 15, 18, 26, 39
 GAAP 11, 13, 14–15, 16–17, 24, 51–2, 98, 110, 206, 297
 genetically modified foods 7, 242, 262
 Great Depression (1929) 14–15
 human resources (HR) 133–7
 McDonald's 7, 19, 255–6
 portfolio managers 15–16
 rankings 18–19, 25–6
 Sarbanes–Oxley Act 2002 100
 SEC 13, 15
 statistics 23
- USP, *see* Unique Selling Proposition (USP)
- Vadasz, Tony 116
- Valuations
 brands 27–8, 39–43, 49–50
 companies 16, 121
 customers 52–3
 intangible assets 13–14, 26–8, 246–7
- Value added statements 201
- Value-based management 121–2
- Value drivers 4–5, 21, 28–9, 32, 74–8, 124–7, 173–7, 232–6, 268–72, 301–6
 concepts 4–5, 21, 28–9, 124, 301–2
 identification 28
- Value propositions 59
- Value reporting 1
- Value segments, concepts 30
- ValueReporting, PricewaterhouseCoopers 30, 112
- Van Lee, Reggie 58
- Vasella, Daniel 278
- Verfaillie, Hendrik 242
- Verizon 58
- Verwaayen, Ben 183
- Vietnam 69, 217
- Virgin Group 52, 65–6
- Vision 8, 42, 80–97, 117–18, 121–7, 227–8, 285–6, 300–1
 accountability links 117–18
 leadership 90–7, 285–6, 300–1
- Vivendi 5, 97–8
- Vodafone 48, 108, 251–3, 257
- Volkema, Mike 204
- von de Ven, Johannes 180
- Vredenburg, Harrie 262
- Wal-Mart 5, 54, 72, 90–2, 133, 198
- Wallison, Peter J. 56
- Walton, Rob 91
- Walton, Sam 90–1
- Wanamaker, John 69
- Wassersack, Heinrich 31–3, 173, 303–4
- Watson Wyatt 132–3, 137
- Watts, Philip 165
- websites, *see* Internet
- Wedgwood, Josiah 14
- Welch, Jack 79, 108
- Wellington, Duke of 73
- Wells Fargo (WF) 291, 294, 296–7
- Westpac 221–3, 229–30, 256–8
- Wharton School 4
- White, Allen 30, 273, 283
- Whitehead, Alfred North 27
- Wilcox, Ella Wheeler 79
- Wilhelm, Axel 182
- Win–win strategy, stakeholder dialogue 216–18, 262–3
- The Winds of Fate* (Wilcox) 79
- Wolfensohn, James D. 109

- Wootliff, Jonathan 248
Work-life balance 149-50, 152-3, 158-9,
162, 305
World Bank 109
World Economic Forum 189-90, 232
World Health Organization 195
Worldcom 18, 97-8, 228
WPP 19, 67-9, 73-4, 294, 297-301
- Wright, Tim 185
Wriston, Walt 13
WWF 270
- Xerox 56
- Zadek, Simon 184, 240, 268
Ziegler, Heidi 232-3, 268-71

