



19th XBRL International Conference

“Reducing regulatory burden with XBRL: a catalyst for better reporting”
June 22-25, 2009
Paris, France

How is XBRL Assisting the Investment Community

TR5-17 **GRI and Internal Performance Reporting**

Thomas Verdin, THEIA Partners, June 25th 2009



GRI and Internal Performance Reporting

The Global Reporting Initiative™ develops a common sustainability reporting framework, which provides guidance for organizations to relate their sustainability performance as well as standard disclosures — including indicators — to report Environmental, Social and Governance information (ESG). The GRI taxonomy facilitates the exchange and the benchmark of these indicators. Similarly, organizational frameworks, such as the EFQM Excellence Model, defines assessment and reporting criteria at an internal level and promotes the use of structured indicators to evaluate the organization's capability and performance. It promotes internal and external benchmark as a way to demonstrate and the organization's commitment to excellence. Using the GRI indicators to build the internal performance management reports provides a natural framework for comparison with other organizations. The presentation will focus on an ongoing business case in which the XBRL GRI taxonomy is used as well for internal performance reporting as for external benchmark on excellence and sustainability. Such an approach, which builds a strong connection between internal performance initiatives and consolidated ESG disclosures, offers a complete and reliable information to Responsible Investors of how organizations perform, and how they organize themselves to improve their performance.

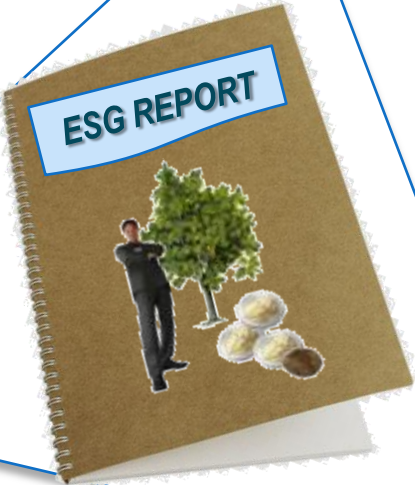
How to differentiate Communication vs. Commitment



PLANET

“Environmental, Social and Governance (ESG) factors can matter.”
Principles for Responsible Investment

PROFIT



PERSON



**ONGOING BUSINESS
CASE FROM A FRENCH
COMPANY**



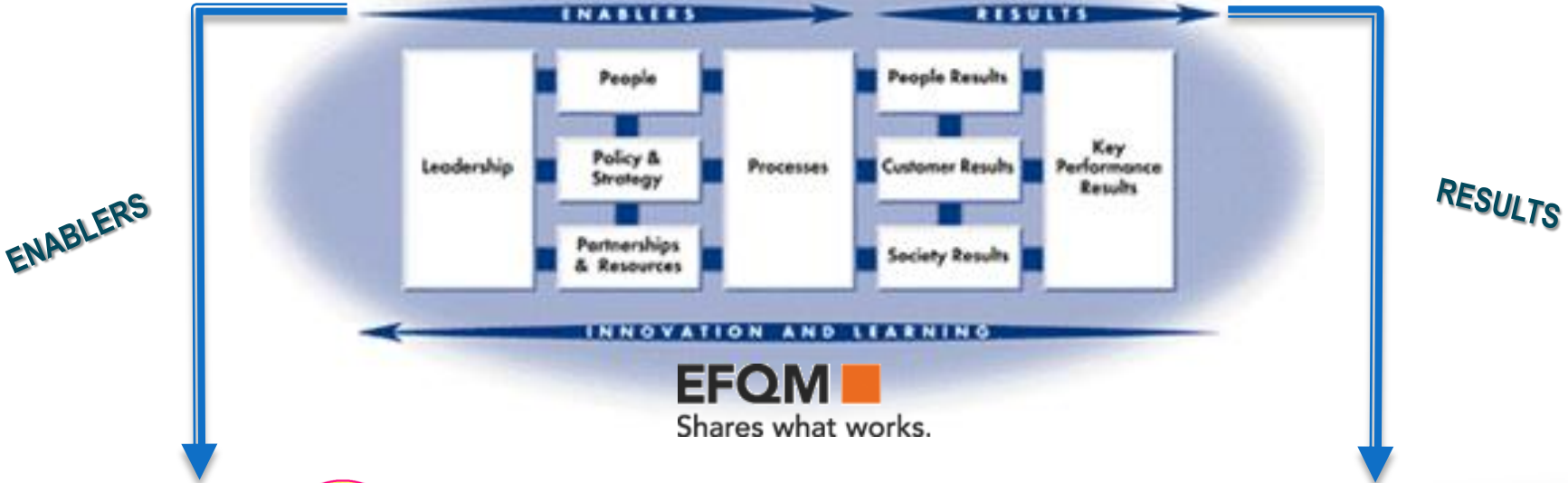
The Business Case

From an Excellence Model to an ESG report

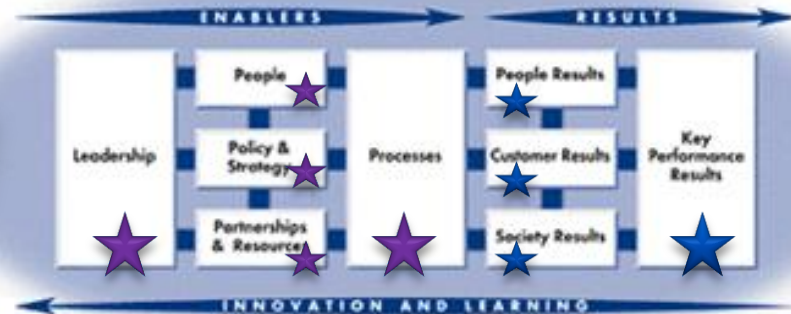


Build a strong connection between internal performance initiatives and consolidated ESG disclosures
Offer a complete and reliable information to Responsible Investors of how the organization performs

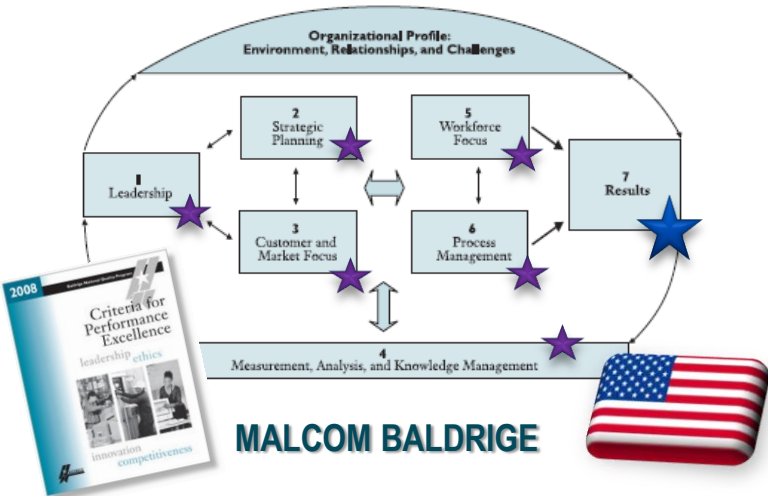
EFQM as an excellence model, the integrated management system



EFQM is an European Foundation but its excellence principles are global



Baldrige Criteria for Performance Excellence Framework
A Systems Perspective



DEMING



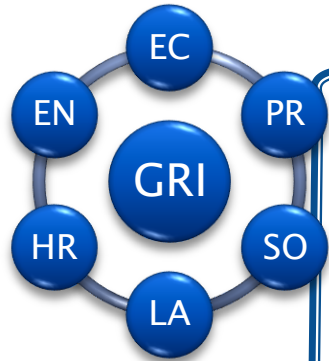
1. Policy and Objectives
2. Organization and its Management
3. Education and dissemination
4. Collection, Dissemination and Use of Info on Quality
5. Analysis
6. Standardization
7. Control
8. Quality Assurance
9. Results
10. Planning for the Future



★ **ENABLERS (P)**
★ **RESULTS (KPI)**



The Global Reporting Initiative as a guideline to build scorecards



Performance Indicators

Aspect: Investment and Procurement Practices

HR1 Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.

HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.

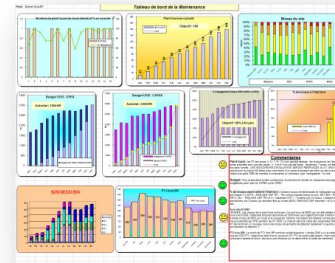
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.

Aspect: Non-discrimination

HR4 Total number of incidents of discrimination and actions taken.

Aspect: Freedom of Association and Collective Bargaining

HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.



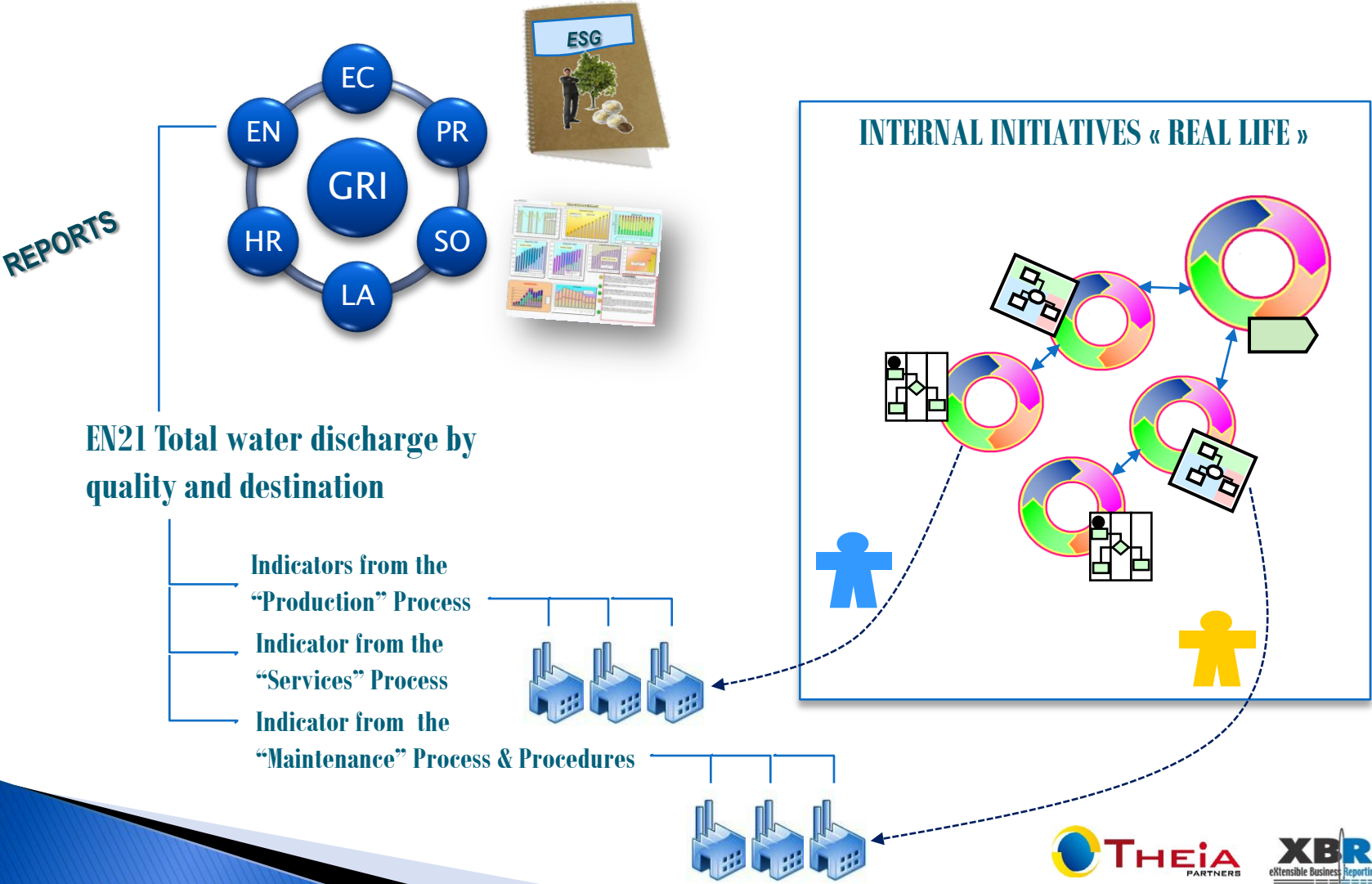
KPI



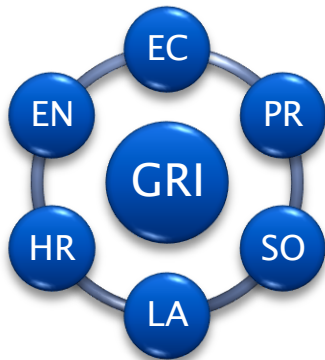
ESG



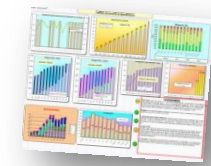
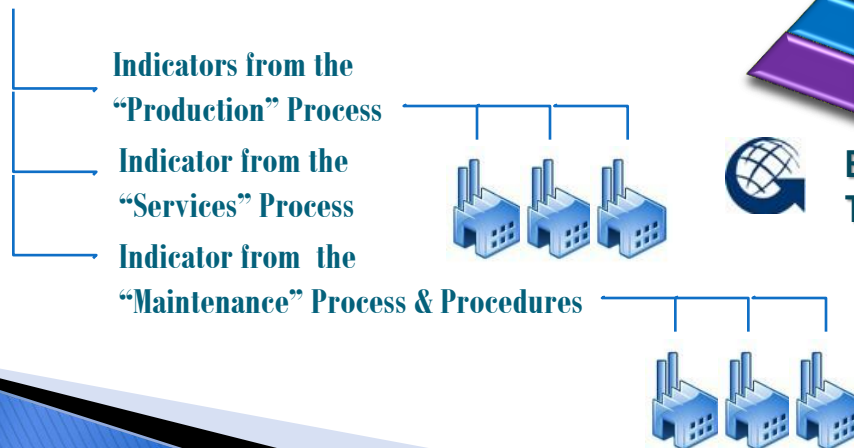
GRI gives the reporting guidelines, the management system implements them



XBRL helps to implement global and local reporting initiatives



EN21 Total water discharge by quality and destination



Management Systems & Management Approaches



Part 2 - Standard Disclosures















- [-] Strategy and Profile
 - [+] 1. Strategy and Analysis
 - [+] 2. Organizational Profile
 - [+] 3. Report Parameters
 - [+] 4. Governance, Commitments and Engagement
- [-] Management Approach and Performance Indicators
 - [+] Economic
 - [+] Environmental
 - [+] Social - Labor Practices and Decent Work
 - [+] Social - Human Rights
 - [+] Social - Society
 - [+] Social - Product Responsibility

Element Label	Value
Part 2 - Standard Disclosures	(Abstract)
Strategy and Profile	-
1. Strategy and Analysis	(Abstract)
1.1	Our ambitions...
1.2	Home...
2. Organizational Profile	(Abstract)
2.1	About this report...
2.2	About us...
2.3	About us...
2.4	About us...
2.5	About us...
2.6	About us...
2.7	About us..
2.8	About us..
2.9	Our stakeholders...
2.10	-
3. Report Parameters	(Abstract)
Report Profile	(Abstract)
3.1	GRI
3.2	About this report...
3.3	
3.4	

Element Label	Value
Environmental Performance Indica...	(Abstract)
Aspect: Materials	(Abstract)
EN1	100 m3...
EN2	0.08
Aspect: Energy	(Abstract)
EN3	100% electricity...
EN4	-
EN5	-
EN6	-
EN7	-
Aspect: Water	(Abstract)
EN8	14% source 1...
EN9	-
EN10	-
Aspect: Biodiversity	(Abstract)
EN11	0.80
EN12	low impact...
EN13	-
EN14	-
EN15	-
Aspect: Emissions, Effluents, an...	(Abstract)
EN16	22 g / kWh
EN17	0 g / kWh
EN18	-

As Performance Indicators are Global
 Most of the taxonomy extensions concerns Management Approach
 Proposing additional Local Indicators

GRI Taxonomy And EFQM Criteria

- [-]  EFQM Criteria
 - [+]  1 Leadership
 - [+]  2 People
 - [+]  3 Policy and Strategy
 - [+]  4 Partnership and Ressources
 - [-]  5 Processes
 - [+]  Processes Criterion - Points
 - [-]  Processes Subcriteria
 - [+]  5a
 - [+]  5b
 - [+]  5c
 - [+]  5d
 - [+]  5e
 - [+]  Results

Indicators from the
“Production” Process



**ADDITIONAL
PRESENTATION
LINKBASE**

As the EFQM Excellence Model includes its own reporting axes (9 criteria)
an additional “EFQM Presentation Linkbase” is relevant
It opens the reports to new indicators

Next steps for the ongoing business case



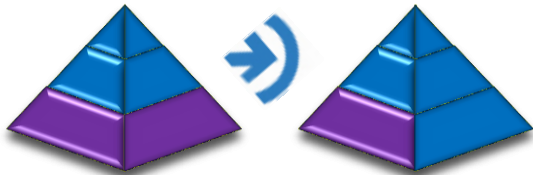
**Define indicators and targets
for each process**



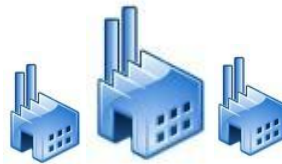
**Speak about CSR, ESG,
Sustainability...**



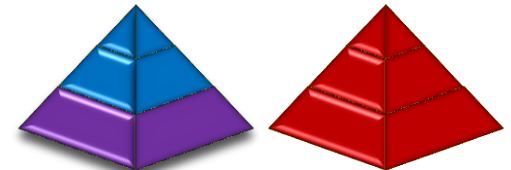
**Give tools to open
XBRL access to everybody**



**Build a public extension for
Sector Indicators**



**Extend the Pilot Project
to other units of the Company**



**And Produce a Global
XBRL Annual Report**

EFQM + XBRL, an improved answer to the performance reporting principles

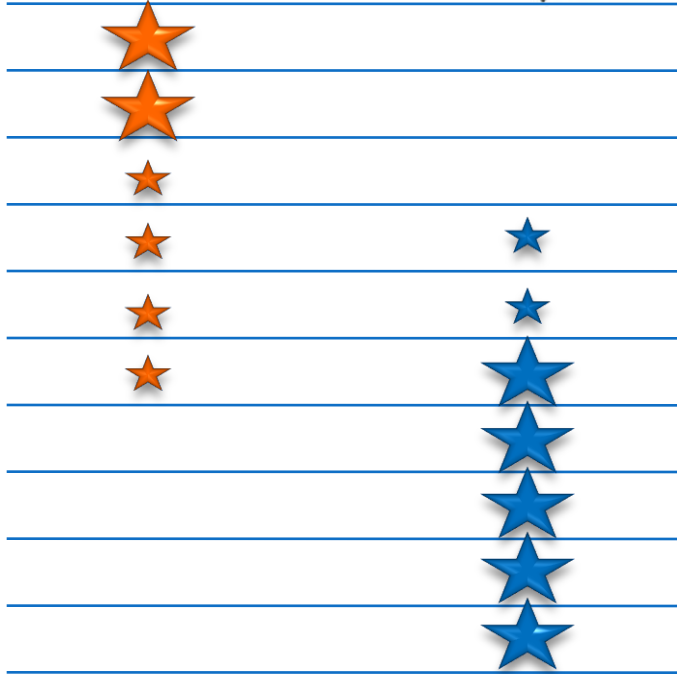


Part 1 - Reporting Principles

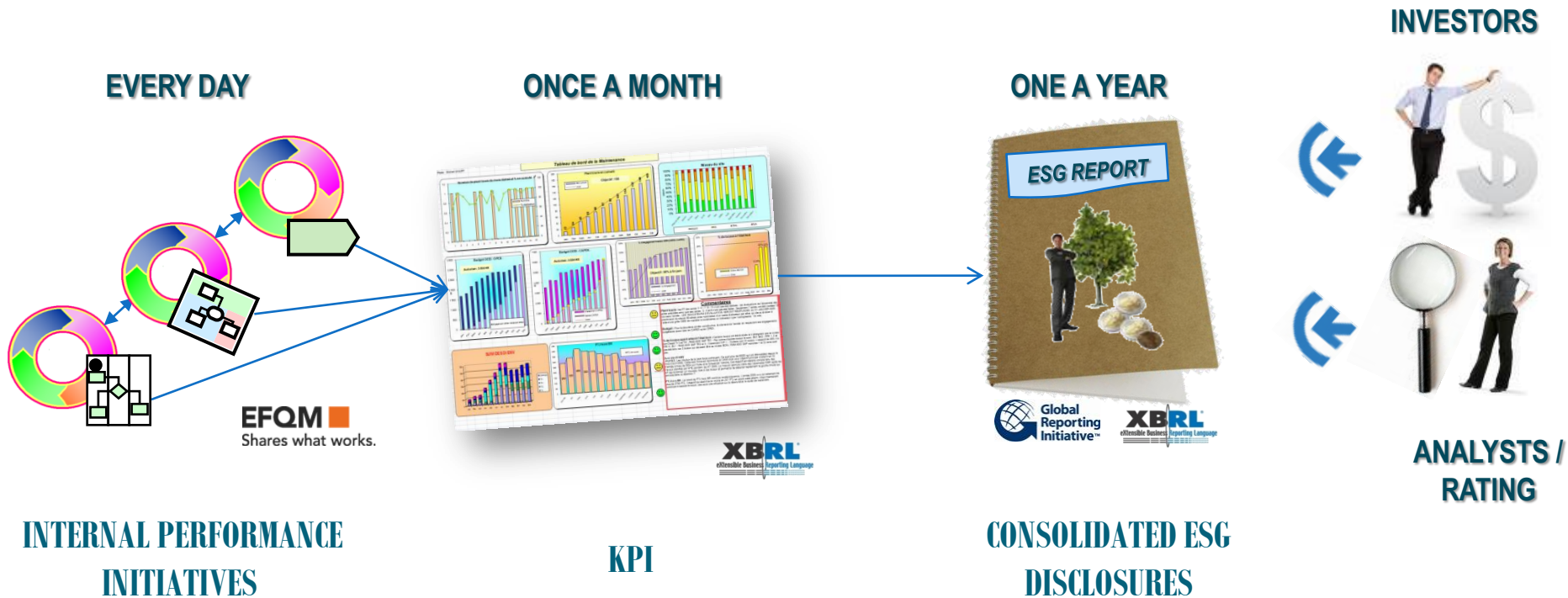
- Materiality
- Stakeholder Inclusiveness
- Sustainability Context
- Completeness
- Balance
- Comparability
- Accuracy
- Timeliness
- Clarity
- Reliability

EFQM 
Shares what works.

XBRL[®]
eXtensible Business Reporting Language

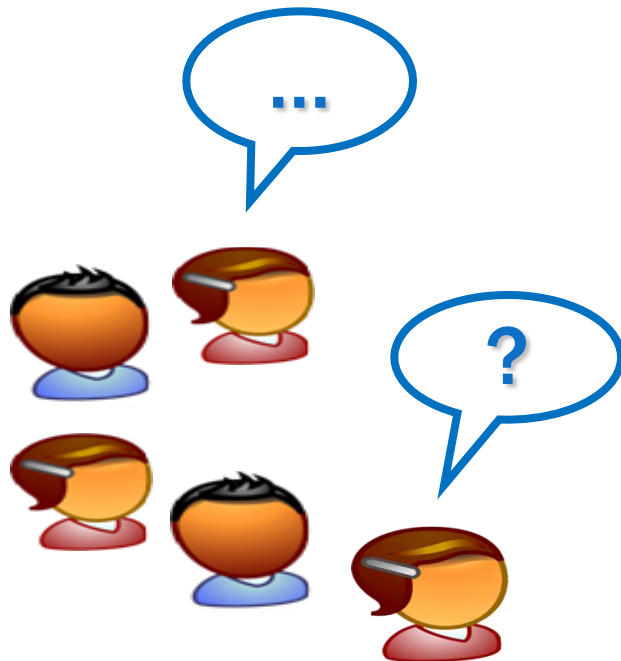


EFQM + GRI + XBRL, a reliable link between internal & external initiatives



Questions & Contacts

Thomas Verdin, THEIA Partners
thomas.verdin@theia-partners.com



42, rue de Bassano
75008 Paris
France

Tel : +33 1 49 52 92 52

Fax : +33 1 47 20 08 53

contact@theia-partners.com

www.theia-partners.com

