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Prot. 2022WRMPST

**PART A**

*1. Research project title*

Rethinking Corporate Reporting as an open platform for pursuing “Sustainable Success”

*2. Duration (months)*

24 months

*3. Main ERC field*

SH - Social Sciences and Humanities

*4. Possible other ERC field*

*5. ERC subfields*

1. SH1\_5 Corporate finance; banking and financial intermediation; accounting; auditing; insurance

2.

3.

*6. Keywords*

n°

Testo inglese

1. management accounting

2. strategy
3. sustainable development
4. corporate reporting

## 7. Principal Investigator

|                                                                                                 |                                                           |
|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
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| <b>Professore Ordinario (L. 240/10)</b><br>(Qualification)                                      |                                                           |
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## Age limits derogation

The PI and/or the substitute PI are over 40 and they don't intend to benefit from derogations to the age limits for the amount allocated to under 40 PI;

## 8. List of the Research Units

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|----|-------------------------|-------------------------------------|------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------|-------------------------|
| 1. | BUSCO<br>Cristiano      | Professore Ordinario<br>(L. 240/10) | Luiss Libera Università internazionale degli studi sociali Guido Carli | Viale Pola, 12 - ROMA (RM)                         | City: Roma (RM)<br>Address<br>Viale Pola, 12         | cbusco@luiss.it         |
| 2. | LAI<br>Alessandro       | Professore Ordinario                | Università degli Studi di VERONA                                       | Via dell'Artigliere, 8 Pal. Giuliani - VERONA (VR) | City: Verona (VR)<br>Address<br>Via dell'Artigliere, | alessandro.lai@univr.it |

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|    |                     |                         |                                    |                                            |                                                              |                    |
|----|---------------------|-------------------------|------------------------------------|--------------------------------------------|--------------------------------------------------------------|--------------------|
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9 - Substitute Principal Investigator (To be identified among one of the associated investigators participating in the project).

|                                                          |                                                           |
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## 10. Brief description of the proposal

Our project proposal is motivated by “the spirit and the letter” of the new Corporate Governance Code for the organisations listed in the Italian Stock Exchange. Released on 31 January 2020, the new code focuses – among others – on one key issue: Sustainability. In particular, the new code encourages corporates to adopt strategies based on sustainability, recommending “Sustainable Success” – defined as long-term value created for shareholders and stakeholders – as a priority for the company top management, and calls on boards to integrate its strategic plans, business model, and control practices with appropriate sustainability goals. Coming into effect in 2021, this new code is added to other national and international calls and regulations urging Italian organisations to engage with the concept of Sustainable Success as they face not only the massive social and environmental challenges that featured our planet early 2020 but, most importantly, the economic and health-related consequences of Coronavirus pandemic. This unexpected, yet extremely complex, situation has been imposing companies to reassess their short-term resilience, as well as reorganise their management system and business models with the ambition to identify and execute strategies tailored to create long-term value and sustain the pursue of “Sustainable Success”. Positioning Corporate Reporting practices at the very centre of these urgent and demanding processes of reassessment and reorganization, the objective of our project is to explore, interpret and, eventually, “rethink” these practices as an open platform for pursuing “sustainable success” through purposeful value creation and impactful innovation. We trust the objective of our project is timely and compelling since Corporate Reporting is a means by which organizations communicate the building blocks of their “licence to operate” to their stakeholders, including current and potential investors, as well as to Society at large. Yet, over the last few years many experts, as well as the public opinion, have criticized these fundamental practices as gradually becoming less fit for the purpose and often failing to shed light on the way in which organizations’ multiple capitals (i.e., financial and non-financial resources and relationships) are leveraged by corporate leaders to deliver and sustain value creation over time and perform for a variety of stakeholders. “Rethinking Corporate Reporting” is a research project that aims to explore the role of Corporate Reporting systems in pursuing “Sustainable Success”. What are the challenges and limitations of such transformative capacity? We will focus on the role of the finance function as well as on the forms

of mediation that “integrated” accountability entails. We will analyse the quality of Corporate/Sustainability reporting, including the critical materiality determination process. Additionally, we will investigate the implications for all the stakeholders along the value chain.

### 11. Total cost of the research project identified by items

| Associated Investigator | item A.1      | item A.2.1    | item B        | item C       | item D        | item E        | sub-total      | Total          |
|-------------------------|---------------|---------------|---------------|--------------|---------------|---------------|----------------|----------------|
| BUSCO Cristiano         | 25.000        | 31.853        | 34.112        | 0            | 7.000         | 25.587        | 123.552        | <b>123.552</b> |
| LAI Alessandro          | 20.028        | 23.890        | 26.351        | 3.000        | 5.000         | 12.000        | 90.269         | <b>90.269</b>  |
| RICCABONI Angelo        | 31.987        | 25.000        | 34.192        | 0            | 6.000         | 10.500        | 107.679        | <b>107.679</b> |
| <b>Total</b>            | <b>77.015</b> | <b>80.743</b> | <b>94.655</b> | <b>3.000</b> | <b>18.000</b> | <b>48.087</b> | <b>321.500</b> | <b>321.500</b> |

N.B. The Item B and TOTAL columns will be filled in automatically

- item A.1: enhancement of months/person of permanent employees
- item A.2.1: cost of contracts of non-employees, specifically to recruit
- item B: overhead (flat rate equal to 60% of the total personnel cost, A.1+A.2.1, for each research unit)
- item C: cost of equipment, tools and software products
- item D: cost of consulting and similar services
- item E: other operating costs

## PART B

### B.1

#### 1. State of the art

##### THE CURRENT SITUATION:

The pandemic spread of Coronavirus has transformed our world and overtaken our lives, presenting unprecedented medical and human challenges that led policymakers to react promptly in the efforts of saving people's lives. At the same time, we know only too well that the COVID-19 outbreak has been threatening the survival of thousands of companies at a global scale as its profound economic implications are likely to reverberate for years to come. Despite the worsening of the current situation, it is fair to say that when the Coronavirus hit, our planet was already facing massive global economic, social, and environmental issues. National governments and supranational organizations were already urged to address these enduring challenges, which have now become paramount with the unfolding of the sanitary emergency. Critical issues such as high unemployment rates, low wage growth, raising national and individual debts, growing disparity across societies, unethical behavior in managing organizations, as well as increasing concerns for the environment left large segments of contemporary societies frustrated with the social and economic order in place.

##### AND ITS COMPLICATION:

While these issues will inform the post-pandemic scenario and the daily agenda of national governments and supranational institutions for the years to come, several analysts, commentators as well as the society at large have increasingly turned to business organizations urging companies to respond to these challenges by playing a more central role and making a significant contribution in search of tangible and solutions. In this context, the notion and functioning of capitalism, the ultimate purpose of the business, as well as the concept of value creation have been questioned and placed under the spotlight. This has made the identification and execution of sustainable strategies, as well as the search for impactful innovations, a must for contemporary organizations as we enter the so called “decade of action” of the United Nation agenda 2030 for sustainable development. In Italy, the new Corporate Governance Code for the organizations listed in the Italian Stock Exchange introduces the concept of “Sustainable Success” as a priority for the company top management, and calls on boards to integrate its strategic plans, business model, control practices, risk management systems, and remuneration policies with appropriate sustainability goals.

##### A QUESTION ARISES:

Aiming to simultaneously boost both financial and ESG (Environmental, Social, and Governance) performance, sustainable strategies are perceived as essential to sustain an inclusive corporate purpose and deliver the result expected by a multitude of stakeholder. With capital markets increasingly demanding evidence-based, market-informed, and transparent data to deliver long-term value to shareholders while also helping secure the future of our people and our planet, for corporate leaders the challenge lies in the complexity of pursuing sustainable success during a period characterized by uncertainty and ambiguity. Positioned at the center of

this debate, the Corporate Reporting is a means by which contemporary organizations capture, organize, and communicate the building blocks of their “license to operate” to their stakeholder, including current and potential investors, as well as to Society at large. Despite their central role within companies’ management and governance systems, whether existing Corporate Reporting practices are fit for the purpose is currently being questioned.

#### THE JOURNEY TOWARDS POSSIBLE SOLUTIONS: OUR PROJECT

Positioned at the center of an intense debate between the new European Taxonomy Regulation and the EFRAG’s Corporate Sustainability Regulation Directive, as well as between the establishment of the International Sustainability Standards Board by the IFRS Foundation and EU Sustainable Finance Disclosure Regulation, the Corporate Reporting landscape is evolving in the attempt to provide organizations, markets, and societies with better solutions for communicating the pathway towards Sustainable Success and Long-Term Value creation. Within this context, our project aims to contribute Rethinking Corporate Reporting as an open platform where the promises generated by company’s strategic decisions are monitored, sustained, and communicated through various practices that “integrate” broader, yet rigorous, mechanisms of accountability. Stimulated by the “spirit and the letter” of the new Corporate Governance code for the Italian Listed Companies our project aims to shed light on the “performative” (proactive) role that Corporate Reporting plays as a platform for pursuing Sustainable Success. We focus on the way in which Corporate Reporting systems and practices support enlightened leaders steering their organizations delivering impactful financial performance while contributing to broader societal challenges we are currently facing.

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### *2. Detailed description of the project: methodologies, objectives and results that the project aims to achieve and its interest for the advancement of knowledge, as well as methods of dissemination of the results achieved*

#### WHY IS THIS RESEARCH RELEVANT? AND WHY NOW?

In his March 29, 2020 letter to BlackRock’s Shareholders, Larry Fink, the CEO of BlackRock (the world’s largest asset owner), commented the consequences of the coronavirus outbreak arguing how “long-term thinking has never been more critical than it is today. Companies and investors with a strong sense of purpose and a long-term approach will be better able to navigate this crisis and its aftermath”. Then, Fink reinstated the contents of his 2018 letter to Standard & Poor’s 500 CEOs, when he made a full-throated defence for the need to rethink and integrate business models to align sustainable value creation and corporate purpose: “Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society.” As Fink’s statement suggests, an effective purpose requires mediating, integrating, and balancing the tensions among different corporate stakeholders and their goals. And the trade-offs that result from such balancing need to be acknowledged, measured, and communicated as the organization report the efforts and performance connected to the creation of sustainable value over time. To enable Purpose moving from “articulation” to “execution” requires connecting strategy and capital allocation with a comprehensive performance measurement system able to connect sustainability issues with financial returns. It involves reconciling competitiveness and sustainable growth within the context of inclusive business models to take advantage of the opportunities and face the challenges of the market. Importantly, this requires the development of new practices of accounting and reporting that can capture the “wholeness” of processes of long-term value creation; taking account of the positive and negative social and environmental externalities that are produced by its operations and, especially, its products and services, as well as how the multiple and heterogeneous resources provided by the company’s stakeholders contribute to its financial and non-financial performance. Although there continue to be laggards, nowadays also the investment community now broadly recognizes the need to better understand how material ESG issues matter to financial performance. In his January 2019 letter to Standard & Poor’s 500 CEOs Larry Fink called for improved Corporate Reporting and disclosure on companies’ sustainability practices, saying that the Sustainability Accounting Standards Board provides a clear set of standards and the Task Force on Climate-related Financial Disclosures is a valuable framework for evaluating and reporting climate-related risks and associated governance issues. Within this context, our research is very topical as we are in the middle of a “paradigm shift” in corporate thinking, management, and reporting. In September 2020, the key player of the non-financial and ESG disclosure landscape, namely the Carbon Disclosure Project, the Climate Disclosure Standards Board, the Global Reporting Initiative, the International Integrated Reporting Council (IIRC) and the Sustainability Accounting Standards Board (SASB) have come together to show a commitment to working towards a comprehensive corporate reporting system. The five organizations issued a “Statement of Intent To Work Together Towards Comprehensive Corporate Reporting” as they intend to provide: a joint market guidance on how frameworks and standards can be applied in a complementary and additive way; a joint vision of how these elements could complement financial generally accepted accounting principles and serve as a natural starting point for progress towards a more coherent, comprehensive corporate reporting system; and a joint commitment to drive toward this goal, through an ongoing programme of deeper collaboration, and a stated willingness to engage closely with other interested stakeholders. Following this Statement, on November 25th, 2020, the IIRC (where the PI currently serve as co-chair for the Strategy and Integrated Thinking group) and SASB announced their intention to merge into a unified organization, the Value Reporting Foundation.

#### THE OBJECTIVES THE PROJECT AIMS TO ACHIEVE AND THE RELATED RESEARCH QUESTIONS:

Our project aims to contribute “Rethinking Corporate Reporting”. Considering our previous works in this space (see the following publications in the PI’s CV, and the CVs of the other unit leaders, Busco et al., 2020a,b,c/2018a,b,c,d/2017; Cho et al., 2022; Lai et al. 2018/2017; Lai and Stacchezzini, 2021, Riccaboni et al. 2020a,b, Rossignoli et al., 2021) we intend to research Corporate Reporting

as an open platform where the promises generated by company's strategic decisions are monitored, sustained, and communicated through various practices that "integrate" broader, yet rigorous, mechanisms of accountability. Stimulated by the "spirit and the letter" of the new Corporate Governance code for the Italian Listed Companies our project aims to shed light on the "performative" (proactive) role that Corporate reporting plays as a platform for pursuing Sustainable Success. We focus on the way in which Corporate Reporting systems and practices support enlightened leaders steering their organizations delivering solid financial performance while contributing to broader societal challenges we currently face.

We believe that in the evolving corporate reporting landscape our team has what it takes to contribute Rethinking Corporate Reporting as a "space" through which contemporary organizations develop, self-assess, and communicate the building blocks of their licence to operate, namely: corporate purpose, sustainable strategy and business models, material issues and risks, innovative products and services, integrated value chain, as well as their impact on the multitude of heterogeneous stakeholders and society at large. As corporations pursue "Sustainable Success" integrating non-financial and ESG information with business plan and objectives suggest rethinking Corporate Reporting as a space to imagine, plan and execute purposeful strategies and impactful innovation. As we suggested above, the landscape of Corporate Reporting is currently being redesigned. Within this evolving context, our research project aims to address the following questions:

- (1) What is the role of Corporate Reporting systems in pursuing "Sustainable Success"?
- (2) Through which mechanisms can innovative accounting and reporting practices make the promises associated to purpose-driven strategy and impactful innovation happen in practice? What are the challenges and limitations of such transformative capacity?
- (3) What is the role of the finance function (and management accountants in particular) in orchestrating and governing the structure and the contents of Corporate Reporting as an innovative space for the management, measurement, and communication of "Sustainable Success"?
- (4) What is the role of Corporate Reporting in developing, measuring, and sustaining promissory discourses (such as "Sustainable Success/Development"), and their assembled concepts (e.g. long-term value creation) as they unfold over time?
- (5) What are the forms of mediation that "integrated" accountability entails? (since the intensions of multiple and heterogeneous stakeholders are often 'in-tensions' as the process of value creation unfolds);
- (6) What is the quality of Corporate/Sustainability reporting expressed in terms of alignment of business activities with the achievement of Agenda 2030 and the SDGs?
- (7) How do preparers address stakeholders' information need within Corporate Reporting preparation processes? What is the role of the materiality determination process?
- (8) What are the implications for all the stakeholders along the value chain?

Within this context, the Principal Investigator (PI) unit (LUISS University) will focus on the role of Corporate Reporting systems in pursuing "sustainable success", as well as on the role of finance experts as designers and orchestrators of the process of Corporate Reporting, highlighting the challenges and opportunities of this role. Two other research units participate to the project. The unit at the University of Siena will explore the quality of sustainability reporting, expressed in terms of alignment of business activities with the achievement of Agenda 2030 and the SDGs as companies attempt to pursue sustainable success. The unit at University of Verona focuses on how preparers address stakeholders' information needs within Corporate Reporting preparation processes. In doing so, the centre of the analysis will be the materiality determination process. Additional details on the role and specific objectives of each unit will be offered later in this document.

#### A SHORT LITERATURE REVIEW AS A BACKGROUND TO OUR RESEARCH PERSPECTIVE

Actors within and across organizations engage with a variety of organizational and societal discourses that often underpin and, eventually, justify decision making. Some of these discourses are promissory (such as "Sustainable Success"), that is, they refer to and entail a promise for specific improvements, such as greater efficiency, enhanced working conditions or more environmentally friendly policies. Far from being well defined, promissory discourses are often ambiguous and ineffable, and they require material and institutional work to be sustained and further developed. It is this lack of definition, coupled with agents' propensity to long for and imagine its fulfilment, that prompts and maintains hope for improvements which may never be realised but which cannot be dismissed either. But how are promissory discourses such as "Sustainable Success" constructed, pursued, and maintained within and across organizations?

Drawing on, and aiming to contribute to, the rich literature on accounting and Corporate Reporting, through this project we aim to illustrate how accounting's categories, measures and numbers offer a material and open space where discourses' lack, and incompleteness engage agent's longing and hope to play a fundamental role in the endless construction of solutions and re-interpretation of concerns that feature the unfolding of the promises. We articulate this proposal through the development of a framework based on "accounting performativity", and the examination of one paradigmatic example – the promissory discourse of "sustainable success/development", and its concept of 'long-term value', as imagined, articulated, and assembled within the evolving practices of Corporate reporting. We argue that accounting can be performative when understood as a space that sustain hope by harbouring the promise as both a future achievement to long for, and current limitless possibilities to pursue it. Ultimately, the quest for wholeness that accounting and Corporate Reporting practices sustain does not 'define' – that is 'bring to an end' – promissory discourses. Rather, it keeps the journey open as the multiple relations, uncertainties, tensions, and judgements that materialize as the promise of future fulfilment and achievement is pursued make lack, longing, solutions, alternatives, and achievements unfold and persist.

From the literature we already know that accounting (and reporting) can be both disciplining and empowering, that it can be about installing frameworks for calculative conduct, but also about allowing calculative objections, contestations, and reformulations (see, among others, Burchell et al. 1980; Ahrens and Chapman, 2004). We also know that this twofold property of accounting is, to a large extent, located in its "materiality": that is, in the instruments, documents, and practices that give accounting a body. Likewise, today

we understand these material representations can only partially represent organizational worlds and discourses since they are inherently incomplete and, therefore, cannot fully inform rational decision-making as well as assure that certain consequences will ensue in the future (Wouters and Wilderom, 2008).

A recent stream of literature illustrates how such 'incompleteness' engages and performs, therefore generating a growing research interest into the enabling power of accounting (Busco and Quattrone, 2015). An interesting and recent example of this transformative capacity is offered by the literature on accounting and reporting for stakeholders, where the apparent 'lacks' that make sustainability an 'empty signifier' open to multiple meanings (Frame and O'Connor, 2011) suggest that these representations can have constructive effects on the reality of an organization well beyond their degree of truthfulness (Mouritsen and Kreiner, 2016). Eventually, the gaps in representing and communicating sustainability have the potential to perform since they are not just descriptions, but they entail an aspiration that ultimately affects organizing (Christensen et al., 2013; Cho et al., 2015).

In this context, whether presented as a possible rational choice for facing existing challenges (see, Barth et al., 2017; Caglio et al., 2020), as a ceremonial response to the increasing pressures of markets and society, or as a temporary fad and fashion, forms of "Integrated" Corporate Reporting have rapidly gained considerable prominence as one of the main management and accounting innovations of the recent decade (de Villiers et al., 2014). Portrayed as a term that refers to "the conditions and processes that are conducive to an inclusive process of decision making, management and reporting, based on the connectivity and interdependencies between a range of factors that affect an organization's ability to create value over time", Integrated Corporate Reporting has been described as a platform in which multiple and heterogeneous views are made possible through an ongoing process of discovery that, in the attempt to 'close down' the search for sustainable value, at the same time "opens up" opportunities for mediation among the different parties involved (Busco and Quattrone, 2018b).

Furthermore, few studies have proved a limited ability of forms of "Integrated" Corporate Reporting to address non-financial stakeholders' needs (Lai et al., 2018). Despite prior research has proved that the Integrated Corporate Reporting's ability to address stakeholder' information needs relies on how the 'malleable' materiality principle is implemented in practice (Lai et al., 2017), no prior research has empirically explored the 'connections' between the materiality determination process and the integrated reporting ability to address stakeholders' information needs.

## CONTRIBUTION TO KNOWLEDGE ADVANCEMENT

From a theoretical standpoint, we wish to achieve the objectives of this research by offering a more novel approach that is based on the performative and proactive role that accounting and Corporate Reporting practices play in executing the strategies and keeping the promises that organizational discourses (such as "Sustainable Success"), and their assembled concepts (like long-term value creation), entail for stakeholders and society (Barth et al., 2017; Busco and Quattrone, 2018a). In principle, this literature opens pathways for an affirmative appropriation of accounting as a vehicle for the transformation of the accounted world that complement its representation. We believe that, in this context, exploring the transformative capacity of accounting and Corporate Reporting practices requires understanding its potency as well as its limitations. Considering accounting and reporting practices through this twofold angle will allow us to engage in a renewed way with the role of finance leaders, and with the understanding of their contribution to the design and orchestration of processes of change.

## THE METHODOLOGY

The Methodology (both qualitative and quantitative) used in this project can be summarized in the following phases:

1. Literature Review (continuous updates);
2. Content Analysis of Corporate Reports ("traditional" vs. "integrated");
3. Preliminary case studies (longitudinal);
4. Refinement of the Research Questions (overall, and specific to each unit);
5. Development of the research through the methods chosen by each individual unit;
6. Ongoing conversations with Companies through constant engagement;
7. Integration and collaboration among research units.

The (1) literature review summarized above will be constantly updated and re-interpreted considering the new studies that will continue to be produced and released both in the academic and business domain. It is anticipated that the specific focus of our literature review will be driven by both the goals of the research project as a whole, as well as the specific research objectives of each unit. Our intention to explore the "performative" (proactive) role that Corporate Reporting plays in pursuing sustainable success, creating long-term value in accordance with the stated purpose, and engaging in impactful innovation requires a (2) content analysis of Corporate Reports ("traditional" vs. "integrated") through which we will critically examine the contents of the reports of those case companies that will be further studied in the research, as well as looking at a sample of other companies to identify what kind of information have been communicated and in which way. The objective is to review a significant number of reports (approximately 40/50 – without intending to give any statistical validity to this number) focusing on a range of industries, companies size and countries. While carrying out this activity, we will focus mainly on the concepts, contents, and principles critical for our research (as a whole and considering the specific interests of each unit).

The next phase of the research comprises (3) preliminary case studies (five in number) with companies that we intend to study longitudinally during the three years of the project. These preliminary cases (five out of the fifteen cases undertaken in total – please refer to section three that describes the role of each research unit in the project) will be leveraged throughout the research, although for different purposes. Initially, we will draw on the evidence collected in these organizational contexts to reflect on the topic being investigated and finalize our research questions. Then, together with the other case studies being undertaken, we will leverage the empirical material collected in order to make sense of our observations using the theoretical lenses mobilized in our study. Finally, we will discuss with these organizations the preliminary outcomes of our research project aiming to stimulate conversation and, if possible, achieve impact on these companies as well.

The five longitudinal case studies have already begun. In these companies we have begun our field study by looking at relevant internal and external documents such as the Strategic Plan for the entire Corporation; a number of Business Plans; the internal procedures for Planning and Control, and specifically, for Integrated Risk Management; the Annual Report and Sustainability reports. We have conducted preliminary interviews with employees who are engaging in the deployment of integrated thinking, management, and Corporate Reporting, both at the Corporate and Business levels. We have interviewed employees from functions such as: Planning and Control, Sustainability, Integrated Risk Management, Consolidated Financial Statements, Operations. As observers, we have been participating in few internal meetings and workshops in which management accountants and finance professionals have engaged with other organizational parties in processes that – at least this is what the informants suggested – aim to make purpose-driven strategies and impactful innovations happen in practice.

The evidence from these preliminary research and meetings have pointed us to appreciate two crucial characteristics of accounting and Corporate Reporting, which we provisionally refer to as ‘potency’ and ‘leeway’. Potency represents the enabling side of accounting and reporting: their instrumental force, their constitutive and generative aspects. Leeway refers to their incompleteness: to the latitude they offer, to their lack of restrictedness and to their occasional barrenness. Considering accounting and reporting practices through this twofold angle shall also allow us to engage in a renewed way with the role of accountants/finance experts and with the understanding of their contribution to the design and orchestration of processes of change. Evidence from this preliminary research will also help us in identifying rigorous and relevant research questions.

Moving back to the illustration of the research methodology, the next step will be (4) the Identification of the Research Questions for the project, and for each specific unit. Then each unit will focus on its specific research questions by adopting the chosen (5) Methods (details on the individual unit research questions, as well as on the specific methods adopted will be offered below in a different section of the document). We envisage the project will benefit throughout its duration from the conversations arising within the (6) ongoing engagement with corporations.

The integration and collaboration among research units (7) will be sought and assured throughout the development of the project. During the literature review and contents analysis researchers will cooperate and share information by performing some activities jointly and by maintaining a common database. Similarly, the interviews of the five preliminary case studies will be done jointly. Bi-monthly calls meeting among representatives of the four research units will be maintained. Additionally, the ongoing and multiple engagement with business organizations will offer a useful space to share the development of the project, the issues and concerns arising, the early wins, as well as the possible interpretation of the evidence collected in the field.

#### WHY SHOULD THIS TEAM CONDUCT THIS RESEARCH?

We believe we have a competent and passionate team to deliver what the project aims to achieve. A team that is well respected and supported by many stakeholders in academic, as well as in the business realm. The PI, prof. Cristiano Busco, has been researching Corporate Reporting and Sustainability for more than ten years, engaging with a large number of organizations, NGOs and Companies, to advance both research and practice. He is now Co-Chair of the IIRC Strategy and Integrated Thinking group (Professor Cristiano Busco | Integrated Reporting), and has co-authored with ABI (Italian Banking Association) the Guidelines for the development of the Non-Financial Disclosure within Banks

(<https://www.bancariaeditrice.it/linee-guida-per-la-rendicontazione-non-finanziaria-in-banca>). Likewise, prof. Alessandro Lai is the President of Fondazione OIBR, Organismo Italiano Business Reporting (Chi siamo – OIBR ([fondazioneoibr.it](http://fondazioneoibr.it))), prof. Angelo Riccaboni is the Chairman of the Sustainable Solution Network (Secretariat – SDSN Mediterranean ([unisi.it](http://unisi.it))).

The PI and the other members of the team are researchers with extensive experience in studying how accounting, Corporate Reporting and management practices evolve within the broader organizational context. Besides the more theoretical contributions to the literature, over the last decade this team has already worked together on several occasions and added to debate on the topic also by actively engaging with professionals, organizations, and institutions (as well as other academics). Conferences, workshops, and roundtables have been organized on this topic by team members (often in collaboration with professional bodies such as the Chartered Institute of Management Accountants – CIMA and the International Integrated Reporting Council – IIRC). This makes the collaboration and teamwork among members of this research group already tested in the field as the engagement with business organizations, investors, policymakers, NGOs, professional bodies, consultants, and academics generated conversations around these topics that inspired this research project.

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### *3. Project development, with identification of the role of each research unit, with regards to related modalities of integration and collaboration*

Our project builds on the integrated efforts of three research Units. The way in which the project development is linked to the methodology has been illustrated in the previous section. In this section, we illustrate the role of each research unit with regards to the objectives and expected targets of the research.

Led by the Principal Investigator, Prof. Cristiano Busco, the unit at Luiss University will develop a series of in-depth case studies (five preliminary and longitudinal, plus ten, to make fifteen overall) to explore to what extent and, eventually, through which mechanisms, Corporate Reporting systems and practices can be “designed” to offer an open platform where the promises generated by company’s strategic decisions are communicated, monitored, and sustained through various mechanisms of accountability. In doing so, the way in which Corporate Reporting systems and practices support enlightened leaders – who champion the execution of sustainable strategy within Boards and across management teams – steer their organizations delivering solid financial performance while contributing to broader societal challenges will be investigated. The goal of the unit is to shed light on the “performative” role that Corporate Reporting plays in pursuing “Sustainable Success”, creating long-term value in accordance with the stated purpose,



and engaging in impactful innovation. The role of finance experts as orchestrators of the process of Corporate Reporting will be analysed. Rethinking Corporate Reporting require finance experts fine-tuning their competences and mind-sets to embrace the opportunities and challenges that their function is currently facing. The fifteen case studies enable the unit, and the overall project, exploring the transformative capacity of Corporate Reporting, focusing on the “potency” and limitations of these practices beyond representation and external communication to research how Rethinking Corporate Reporting support board members and top managers in their attempt to align corporate purpose, inclusive business models and processes of sustainable value creation. The unit at the University of Siena is led by Prof. Angelo Riccaboni. The research objectives assigned to this unit entail developing a thorough analysis of the quality of sustainability reporting by Italian companies, expressed in terms of alignment of business activities with the achievement of Agenda 2030 and SDGs in the attempt of achieving Sustainable Success. To achieve this purpose a thorough content analysis of non-financial disclosures published in corporate reports by Italian companies will be performed. As previous research demonstrated, one of the limitations of analysis of sustainability reporting has traditionally been its excessive focus on the quantity of disclosure, that is if a topic is disclosed or not. This is not enough. With the Decade of Action already on its way, what is relevant is to assess if companies’ initiatives are in line or not with the achievement of Agenda 2030. For this reason, the reports will be analyzed in order to investigate (1) if and how companies integrate principles of sustainability within their governance, planning, and management control procedures and (2) what is reported (what), through which performance indicators and metrics (how), with which targets (to which aim), with reference to a few selected items (e.g., GHG emissions, gender equality, supply chain sustainability, and corporate citizenship).

The analysis will be centered on a large and significant sample of companies whose corporate reports will be investigated with content analysis according to the aims of the project. The sample will include three categories of companies: a) Companies disclosing reports in compliance with the Italian NFD (Non-Financial Disclosure) regulations; b) Big companies not disclosing reports in compliance with the Italian NFD regulations; c) Small and Medium Enterprises (SMEs). The unit at the University of Siena will strongly rely on the NFD Observatory (<https://www.osservatoriodnf.it/en/home/>) that was established in 2018 in cooperation with the CSR Manager Network and provides a unique database including all the Sustainability Reports published by Italian companies according to Legislative Decree 254 of 2016 (<https://www.osservatoriodnf.it/en/resources>). The reports will be analysed to highlight similarities and differences among them and among the three categories of companies included in the sample, also in reference to the options chosen to assess and audit the items under investigation. Furthermore, the unit in Siena will develop a “score” and a “rating” associated with the quality (as previously defined) of the companies’ reports. The score will be used in a multiple regression analysis aimed at investigating its relationships with some key indicators related to the overall companies’ performance - i.e., ESG, financial, and hybrid measures.

Led by prof. Alessandro Lai, the research unit at University of Verona will explore the sustainability and integrated reporting preparation processes in light of how preparers address the stakeholders’ information needs. Since several organizational actors are directly or indirectly involved as corporate reporting preparers (e.g. accounting and finance department, sustainability department, risk management department) and the sustainability and integrated reports may be thought to address different information needs of several stakeholders (e.g. investors, financial analysts, strategic partners), the research unit will particularly explore the materiality determination process that leads preparers to select the information to be disclosed to the target audience of the corporate reporting. This analysis will be developed with the awareness that different perspectives on the materiality principle are emerging in the tumultuous arena of corporate reporting (i.e. the “double materiality” perspective of the European Union and the GRI standards versus the “financial materiality” perspective of the IASB Foundation and the Value Reporting Foundation). Qualitative research approaches (e.g. interviews, in-depth narrative analyses) as well quantitative approaches (e.g. descriptive statistics, inferential statistics) will be used to develop empirical insights on: 1) the very process of the reporting preparation, with a particular focus on what and how “material” information is selected and eventually disclosed; 2) the impact that “material” information has on stakeholders’ information needs and behaviour; 3) the organizational implications that the materiality determination process, and more broadly the reporting preparation, has on the reporting entity in terms of enabling Corporate Reporting to play a key role in pursuing sustainable success, creating long-term value in accordance with the stated purpose, and engaging in impactful innovation. The integration and collaboration among research units will be constantly sought throughout the development of the project – please refer to section 2 on methodology for more details.

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#### *4. Possible application potentialities and scientific and/or technological and/or social and/or economic impact*

In terms of EXPECTED OUTCOMES, our project intends to:

- (1) offer practical insights regarding the role of Corporate Reporting in pursuing “sustainable success” (therefore contributing to the understanding of Corporate Reporting as a space where “the spirit and the letter” of the new Corporate Governance Code for the organisations listed in the Italian Stock Exchange can be interpreted and find concrete execution);
- (2) reflect on the mechanisms through which innovative accounting and Corporate Reporting practices can make purpose-driven strategies and impactful innovation happen in practice, as well as speculate on the challenges and limitations of such transformative capacity;
- (3) explore the role that the finance function (and management accountants in particular) can play in orchestrating and governing the structure and the contents of Corporate Reporting as an innovative space for the management, measurement and communication of “sustainable success”;
- (4) understand how promissory discourses (such as “Sustainable Success/Development”), and their assembled concepts (e.g. long-term value creation), can be developed, measured and sustained through Corporate Reporting as they unfold over time;

- (5) reflect on the processes of mediation that “integrated” forms of accountability entail since the intensions of the multiple and heterogeneous stakeholders are often ‘in-tensions’ within the company’s business model as the process of value creation unfolds;
- (6) provide insights into the quality of non-financial information included within Corporate Reports (“traditional” vs integrated), and identify which factors may affect the quality of such disclosures;
- (7) offer an understanding of the alignment of business activities with the achievement of Agenda 2030 and the SDGs that help redefining corporate accountability;
- (8) Explore how preparers address stakeholders’ information need within Corporate Reporting preparation processes, as well as the role of the materiality determination process;
- (9) Understand and measure the implications of broader Corporate Reporting practices for all the stakeholders along the value chain;
- (10) give assistance to managers by providing some insights on the effective use of Corporate Reporting to prevent inter-organizational forms to fail.

Additionally, in terms of benefits to finance experts and professional accountants in business the project is likely to have major impacts. There is little doubt that a broader and integrated approach to Corporate Reporting is becoming increasingly recognised as an important innovative process in governing and managing organizations – a process that links “values” (as included within corporate purpose, for example) to “value” (as expressed by the multiple-capital approach to company’s resources and relationships). For this reason, this research will be beneficial to finance experts and professional accountants in business by helping them to understand their role in this process and to reflect on the opportunities and challenges which they are likely to face. The project will also complement the research developed by professional bodies in accounting, as well as contribute to inform the narrative concerning the future of the finance function. A number of contents and principles connected to “Rethinking Corporate Reporting” have now made the leap from concept to practice, and issues such as sustainable value creation, connectivity among capitals/resources within business models, holistic performance measurement, future outlooks, to name a few, are gaining greater relevance. These issues are increasingly becoming more central to the accountant’s vocabulary and day-to-day operations. For this reason, exploring the role of the finance function, as well as the challenges and expectations that accountants at all levels are likely to face as accounting and Corporate Reporting make sustainable strategy happen are crucial for the development of the profession. Insights on the power and limitations of accounting and Corporate Reporting will add to the understanding of the “performativity” of these practices, i.e. to their ability to make “things” happen by executing the vision of members of the boards and of the top management.

As suggested throughout the proposal, the integration between purposeful-driven strategies and business goals is progressively happening in practice as organizations attempt to achieve “Sustainable Success”. An increasing number of business organizations are increasingly aligning their inclusive business models with the adoption of impactful innovations. The evidence from the longitudinal cases developed within this project will offer insights on the challenges faced and the opportunities exploited by the companies included in the study. Ultimately, we are confident these examples will demonstrate how accounting and Corporate Reporting can have a “positive” impact in making financial performance and socio-economic development thrive together.

## 5. Financial aspects: costs and funding for each research unit

| n° |                  | Total cost (euro) | Co-funding (item A.1) (euro) | MUR funding (other items) (euro) |
|----|------------------|-------------------|------------------------------|----------------------------------|
| 1. | BUSCO Cristiano  | 123.552           | 25.000                       | 98.552                           |
| 2. | LAI Alessandro   | 90.269            | 20.028                       | 70.241                           |
| 3. | RICCABONI Angelo | 107.679           | 31.987                       | 75.692                           |
|    | <b>Total</b>     | <b>321.500</b>    | <b>77.015</b>                | <b>244.485</b>                   |

## 6. Bibliography

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## B.2

### 1. Scientific Curriculum of the Principal Investigator

Prof. Cristiano Busco

#### CURRENT POSITIONS

(Nov. 2014 - present) Professor of Accounting at LUISS University, Rome.

(Jan. 2022 - present) Professor of Accounting at University of Sheffield, UK. (part-time).

Since 2021 - Co-Chair of the Strategy and Integrated Thinking Group of the Value Reporting Foundation (soon ISSB - International Sustainability Standards Board)

#### PREVIOUS POSITIONS

(Aug. 2014 - December 2021) Professor of Accounting at University of Roehampton, UK.

(July 2012 - June 2014) Established Chair and Head of the Accounting discipline - Professor of Accountancy at the National University of Ireland, Galway.

(2010 - 2012) Associate Professor of Management Accounting at Babson College, US.

(2006 - 2010) Senior Lecturer (part time) in Management Accounting at the Manchester Business School, UK.

(2002 - 2012) Associate Professor of Management Accounting and Business Administration at the University of Siena, Italy (full time and part time).

(Sept. 2000 - Aug. 2002) Lecturer at the School of Accounting and Finance of the University of Manchester, UK.

(Aug. - Dec. 2001) Visiting Professor at the Leventhal School of Accounting & Marshall School of Business, University of Southern California, Los Angeles.

#### EDUCATION

2003 - PhD - in Accounting and Finance at the School of Accounting and Finance of the University of Manchester, UK - Title of the dissertation "The role of Performance Measurement Systems within processes of (Un)Learning and Change" (PhD supervisor prof. Robert W. Scapens).

1999 - Master degree - MA (Economics) in Social Research Methods awarded with distinction at the University of Manchester.

1997 - Bachelor degree - Graduated in Economics and Banking Sciences at the University of Siena (four years plus 8 months dissertation, equivalent to the B.Sc. in Economics and Banking and M.Sc. in Accounting) with full marks ("110+laude/110" - "First Class-degree").

#### SCHOLARSHIPS

1999 - CIMA Ph.D. Award & Scholarship (by the Chartered Institute of Management Accountants)

1999-2000 - British Chevening Scholarship (by the British Council).

#### EDITORIAL BOARD MEMBERSHIP

2010 - Management Accounting Research

2012 - Qualitative Research in Accounting and Management

2006 - Journal of Accounting and Organizational Change

2016 - Sustainability Accounting, Management, and Policy Journal

#### RESEARCH GRANTS

2017 - (Euro 25,000 raised from various sources such as CIMA, PWC, KPMG, MottMcDonald, etc. to organize the

workshop Make SDGs Happen through Integrated Thinking, New York, Columbia University, 20th September 2017)

2016 - (Euro 80,000 raised from various sources such as CIMA, PWC, KPMG, ABN-AMRO, TAGETIK, SNAM, TERNA, BARCLAYS SA, AEGON, etc. to organize the Integrated Thinking and Reporting in Practice Conference, Rome, 17-18 November 2016)

2015-2016 - (GBP 40,000) Research Grant awarded by CIMA for a project on Practicing Integrated Thinking and Reporting: the leading role of management accountants.

2013 - (GBP 25,000) Research Grant awarded from CIMA (the Chartered Institute of Management Accountants) on the project "Designed to happen: How management accountants can lead innovation through reinventing reporting" (with P. Quattrone and R.W. Scapens).

2011 - (USD 12,000) Research Grant awarded by Babson Faculty Research Fund on the project "Management Control in SMEs".

2007 - 2010 - (Euro 35,000) Research Grant awarded by Monte dei Paschi di Siena bank foundation for a project on Governance, accountability and performance.

2002 - 2004 - (GBP 85,000) Research Grant awarded by ICAEW for a project on The role of performance measurement systems within global organizations (with A. Riccaboni and R.W. Scapens).

#### AWARDED PAPERS

2017 - "Sustaining multiple logics within hybrid organizations: Accounting, mediation and the search for innovation", has been voted by the Editorial Board of Accounting, Auditing & Accountability Journal as worthy of being "Highly Commended" and as winner of The Mary Parker Follett Award for 2017

2012 - Management accounting systems and organisational culture - interpreting their linkages and processes of change" (with R. Scapens), Qualitative Research in Accounting & Management, Vol. 8 No. 4, (2011), pp. 320-357 - This paper was Highly commended paper for the Outstanding Paper Awards - 2012.

2008 - "Managing the tensions in integrating global organizations: the role of performance management systems" (with E. Giovannoni and R. Scapens) in Management Accounting Research, June, vol. 19, n 2 (2008), pp. 103-125 - This paper was runner up for the 2008 David Solomon prize (CIMA-Elsevier).

2006 - "Trust for accounting and accounting for trust" (with A. Riccaboni and R. Scapens), in Management Accounting Research, vol. 17, n 1 (2006), pp 11-41 - This paper was runner up for the 2006 David Solomon prize (CIMA-Elsevier).

2006 - "Building an integrated governance framework", in Finance & Management, n. 134, pp. 12-14, (2006) - Article nominated by the Finance and Management Faculty of the ICAEW (Institute of Chartered Accountants of England and Wales) for the IFAC's 'Articles of merit award'.

2002 - "Culture Vultures", originally published in Financial Management (March 2001, pp.30-32), has been selected as one of the articles of outstanding merit by the International Federation of Accountants, and it has been published in the IFAC 2002 anthology.

#### SUPERVISIONS

(2015-present) 60 Master Thesis, Department of Business and Management, LUISS Guido Carli

Currently supervising 3 Ph.D students (2 as a main supervisor; 1 as a joint-supervisor)

#### TEACHING ACTIVITIES:

Executive teaching:

(2014-present) MBA/EMBA responsible of the "Management Accounting" module at LUISS University.

(2012-2014) Evening sessions for CIMA students in London and Dubai.

(2012-2014) Executive MBA, responsible of the “Management Accounting” and “Performance Measurement” module at the National University of Ireland, Galway

(2000-2002) Executive MBA, responsible of the “Management Accounting” module at the Manchester Business School, UK.

#### Post-graduate teaching:

(2015-present) “Performance Measurement” modules at Fudan University, Shanghai, China.

(2014-present) “Management accounting” modules within Masters at the University of Roehampton – Business School, London.

(2014-present) “Management accounting” modules within Masters at Luiss University, Rome.

(2006-present) Lectures given at the MBA, MIB School of Management, Trieste, Italy.

(2002-2008) Master Cipmi – University of Siena; Coordinator of the Planning & Control Area.

(2004-2006) Lectures at the PhD programme, University of Siena, Italy.

(2001) “Management Accounting and Control Systems”, Master of Accounting, Leventhal School of Accounting and Marshall School of Business, University of Southern California, Los Angeles.

(2001) CIMA MASTER COURSE – Management Accounting in the 21st Century

(1998) Lectures given at the Specialisation School for Public Sector Managers at the University of Siena, Italy.

#### Undergraduate teaching:

(2014-present) “Management accounting” 2nd and 3rd year at University of Roehampton – Business School, London.

(2014-present) “Management accounting” 3rd year at Luiss University, Rome.

(2012-2013) “Management accounting” 1st and 3rd year at the National University of Ireland, Galway.

(2011-2012) OEM (Organizing for effective management) at Babson College.

(2002-2010) “Management Control”, “Management Accounting”, “Budgeting” and “Business Administration”, University of Siena.

(2005-2010) “Management Accounting”, BA (Accounting & Management), at Manchester Business School.

(2001-2002) “Management Accounting”, BA (Accounting), School of Accounting and Finance, University of Manchester, UK

(2001-2002) “Advanced Management Accounting”, BA (Accounting), School of Accounting and Finance, University of Manchester, UK

(2001) “Internal Reporting Issues”, Major in Accounting, Leventhal School of Accounting & Marshall School of Business, University of Southern California, Los Angeles

(1999-2000) Tutorials and Workshops in Management Accounting given at the School of Accounting and Finance of the University of Manchester

(1999) lectures given on “Cost and Management Accounting” (2nd year) at the School of Accounting and Finance of the University of Manchester;

#### ORGANIZATION OF SCIENTIFIC CONFERENCES

2017 - Convenor of the workshop Make SDGs Happen through Integrated Thinking, New York, Columbia University, 20/09/2017

2016 - Convenor of the Integrated Thinking and Reporting in Practice Conference, Rome, 17-18/11/2016

2002- 2016 - Convenor of the “ENROAC Doctoral Summer School in Management Accounting” in Siena;

2015 - Convenor of the 10th ENROAC Conference, Galway, Ireland, 3-4 June 2015;

2013 - Convenor of the AOS conference “Performing Business and Social Innovation through accounting inscriptions”, Galway, 22-24 September 2013;

2012 - Coordinator of ENROAC (European Network for Research in Organizational and Accounting Change).

2006 - Convenor of the “IGO – Integrating global organization conference” (2006, Siena);

2009 - Convenor of the “Innovating Management & Accounting Practices” workshop (2009, Milan);

2001 - Convenor of the ENROAC (European Network on Organizational and Accounting Change) conference.

#### INSTITUTIONAL RESPONSIBILITIES

- Leader of the Accounting Cluster – LUISS University, Italy;

- Leader of the Accounting Cluster – Roehampton University Business School, London, UK

- Board Member of Research Centre “Governance & Sustainability”, LUISS University, Italy

- Chair of the undergraduate dissertation committee – LUISS University, Rome, Italy
- Head of Accounting and Finance department – National University of Ireland, Galway;
- Chair of the undergraduate dissertation committee – University of Siena, Italy
- Chair of undergraduate programme “Governance & Control” – University of Siena, Italy
- Chair of graduate Master programme in Accounting – University of Siena, Italy
- Chair of the Research Centre in Management Control - University of Siena, Italy

## 2. Scientific Curriculum of the associated investigators

### 1. LAI Alessandro

#### PERSONAL INFORMATION

Family name, First name: Lai, Alessandro

Researcher unique identifier(s): ORCID <https://orcid.org/0000-0002-8070-5953>

Date of birth: 10 January 1960

E-mail address: [alessandro.lai@univr.it](mailto:alessandro.lai@univr.it)

URL for web site: <https://www.dea.univr.it/?ent=persona&id=278&lang=en>

#### CURRENT POSITION

2001 – Full Professor, Department of “Economia aziendale”, University of Verona, Italy

#### PREVIOUS POSITIONS

1995 – 2001 Associate Professor, Department of “Economia aziendale”, University of Verona, Italy

1992 – 1995 Associate Professor, Economics School (1993-1995) and Political Science School (1992-1993), University of Milan, Italy

1987 – 1992 Assistant Professor, Catholic University, Milan, Italy

#### EDUCATION

1984 – 1987 PhD in Business Administration, University of Venice, Italy

1982 M.A. in Business Administration, University of Verona, Italy

1978 Undergraduate diploma, Scientific Lyceum, Mantua, Italy

#### FELLOWSHIPS

2019 – Full member of the “Accademia di Agricoltura Scienze e Lettere”, Verona, Italy

2016 – 2019 Corresponding member of the “Accademia di Agricoltura Scienze e Lettere”, Verona, Italy

2013 – Member of the scientific committee of the Istituto Valori di Impresa, Milan, Italy

2009 – Full Member of the “Accademia Nazionale Virgiliana”, Mantua, Italy

1985 – Professor, High School in Economics of the Agricultural and Food System, Catholic University, Cremona, Italy

#### QUALITY AND IMPACT OF PUBLICATIONS

2022 Google scholar i10-index: 17; H-index: 14; citations 1238

2022 Scopus H-index: 9; Citations: 487 by 393 documents; Documents: 21

2012-2021 Top ranking articles (ASN – “Fascia A”): 18 in last 10 years

#### PRIZES AND AWARDS:

2010 Best referee, Second National Conference, Italian Society of Professors of Economia aziendale and Accounting (SIDREA)

#### SUPERVISIONS

2017 – 1 PhD Doctoral Theses, PhD in Economics and Management, University of Padua, Italy

2001 – 10 PhD Doctoral Theses, PhD in Economics and Management, University of Verona, Italy

2000 – 2 PhD Doctoral Thesis, PhD in Business administration or in Economics and Management, or in Management, University of Venice or School of PhD in Economics and Management, Italy

1995 – more than 350 BA and MA theses, University of Verona, Italy

#### TEACHING ACTIVITIES

2022 – Qualitative research methods (PhD Level), University of Udine and Verona, Italy  
 2022 – Classics in Accounting (PhD Level), University of Udine and Verona, Italy  
 2017 – Corporate Governance, Veneto Hi-School for CPA, Padua, Italy  
 2015 – 2019 Business Administration (BA level), Mantua University Foundation, Mantua, Italy  
 2014 – 2021 Corporate Governance (PhD level), University of Verona and Padua, Italy  
 2009 – Corporate Governance (MA level), University of Verona, Italy  
 2006 – 2009 Financial Accounting in Insurance industries, University of Verona, Italy  
 2001 – 2009 Group Accounting (MA level), University of Verona, Italy  
 2001 – 2013 Business Administration (PhD level), University of Verona (and Padua and Venice), Italy  
 1993 – Financial accounting (BA level), University of Verona, Italy  
 1990 – 1992 Business Administration (and Corporate Governance from the 2000s) (BA level), Catholic University, Piacenza, Italy  
 1992 – 1995 Financial Accounting (BA and MA level), University of Milan, Italy  
 1987 – 1992 Financial accounting (BA and MA level), Catholic University, Milan, Italy  
 1986 – Business Administration (BA and MA level), Catholic University, High School in Economics of the Agricultural and Food System, Catholic, Italy

#### ORGANISATION OF SCIENTIFIC MEETINGS

2021 Convenor (with Riccardo Stacchezzini), Meditari Accountancy Research Conference (The evolution of sustainability reporting), Verona, Italy  
 2017 Convenor, The 9th Accounting History International Conference, Verona, Italy  
 2016 Convenor, The 13th AHIS (SISR) National Conference, Mantua, Italy  
 2015 Convenor, The First European Colloquium on qualitative methods in Business and Accounting, RMIT University and Verona University, Verona, Italy  
 2014 Convenor, V Financial Reporting Workshop, University of Verona, Italy

#### INSTITUTIONAL RESPONSIBILITIES

2019 – President of the O.I.B.R Foundation – (Italian Organization of Business Reporting) – Sustainability, Non-Financial and Integrated Reporting  
 2017 – 2021 Vice president of the Italian Society of Accounting History, Pisa, Italy  
 2015 – 2018 Delegate for territory relationships of the director of the Business Administration Department, University of Verona, Italy  
 2015 – 2017 Treasurer of the Italian Society of Accounting History, Pisa, Italy  
 2012 – President of the Moral Class of the “Accademia Nazionale Virgiliana”, Mantua, Italy  
 2010 – Director of the Master for CPA, University of Verona, Italy  
 2001 – 2013 Delegate of the University Rector for placement and internship, University of Verona, Italy  
 2001 – 2015 PhD Director, PhD in Business Administration, University of Verona, Italy

#### COMMISSIONS OF TRUST

2020 – 2022 Co-guest editor of the Expedited Special Issue: Accounting, management, finance, and accountability in times of crisis: a Covid-19 perspective, Accounting Auditing and Accountability Journal  
 2018 – 2021 Co-guest editor of the Special Issue on Challenges in Sustainability Reporting, Meditari Accountancy Research  
 2018 – Member of the editorial committee: Accounting Auditing and Accountability Journal  
 2018 – Member of the Editorial committee: Meditari Accountancy Research  
 2018 – 2020 Co-guest editor of the Special Issue on Accounting in different cultures and from different perspectives, Accounting and Culture  
 2017 – 2019 Co-guest editor of the Special Issue on Accounting and Governance in diverse settings, Accounting History  
 2015 – 2017 Co-guest editor of the Special Issue on Accounting in diverse settings, Accounting History  
 2015 – Member of the Editorial Committee: Accounting and Culture  
 2013 – Member of the Editorial Committee: Accounting History  
 2013 – Member of the Editorial Committee: Financial Reporting,  
 2012 – Member of the Editorial board of peer reviewed series as: Accounting and Business studies, Rirea Historica, etc.  
 2010 – Member of the Editorial board of peer reviewed series as: Determinazione e creazione del valore nelle aziende,



**MEMBERSHIPS OF SCIENTIFIC SOCIETIES**

European Accounting Association (EAA); Accademia Italiana di Economia Aziendale (AIDEA); Società Italiana dei Docenti di Ragioneria e di Economia aziendale (SIDREA); Società Italiana di Storia della Ragioneria (SISR); American Accounting Association (AAA)

**MAJOR COLLABORATIONS**

2021 – Member of the Teaching Committee of the PhD in Accounting and Management, University of Udine and University of Verona, Italy  
 2016 – Member of the Scientific Committee of the Veneto Hi-school for CPA, Padua, Italy  
 2005 – Member of the Insurance Committee of the Italian Standard-setter body (OIC – Organismo Italiano di Contabilità), Roma, Italy  
 1985 – Member of the Scientific Committee of the High School in Economics of the Agricultural and Food System, Cremona

**ONGOING GRANTS AND FUNDED RESEARCHES**

2017 – Principal investigator of the funded research about the “Integrated reporting in small medium enterprises: what role for integrated reports?”, Polo scientifico-didattico studi sull’impresa, Vicenza, University of Verona, Vicenza, Italy (€ 20.000)  
 2016 – Investigator in the “Ricerca di Base 2015” about “Aligning corporate communication with investors and other stakeholders’ needs: the role of the integrated report”, University of Verona, Italy (€ 38.000)  
 2015 – Investigator in the “Joint Project 2014”, “The role of governance, internal control and risk management in enhancing SMEs managerialization”, funded by University of Verona, Confindustria Vicenza e KPMG Advisory SpA (€ 48.950)

**PAST FUNDED PRIN**

2011 – 2014 Principal investigator of the “PRIN 2009” local unit (“Il contributo del sistema di prevenzione e gestione dei rischi alla generazione del valore d’impresa), (€ 31.243), University of Verona, Italy

**2. RICCABONI Angelo****General Details**

Name, Surname: Angelo, Riccaboni

Date of Birth: 24 July 1959

Fiscal Code: RCCNGL59L24E463N

Job Title: Full Professor in Business administration

University: University of Siena, Department of Business and Law, Siena, Italy

E-mail address: angelo.riccaboni@unisi.it

**POSITIONS IN ACADEMIC AND HE INSTITUTIONS**

1999- ---

Full Professor at University of Siena

2017- ---

Chair of Fundacion Prima (Barcelona)

2016- ---

Chair of the Steering Committee of Santa Chiara Lab, Innovation Center of University of Siena

2016- ---

Manager of 4 PRIMA, Coordination and Support Action funded by the European Commission-DG Research and Innovation

2015- ---

Coordinator of the Osservatorio Università-Imprese (Observatory University-Enterprises) of Fondazione CRUI (Foundation of the Association of Italian Rectors)

2013-2017

Chair of the General Assembly of PRIMA Consortium, Euro Mediterranean Intergovernmental initiative on food and water safety and security, representing MIUR

2010-2016

Rector of University of Siena

2014-2016

Chair of Fondazione CRUI (Foundation of the Association of Italian Rectors) (Rome)

2008-2010

Chair of the Association of Deans of Italian Schools of Economics, Management and Statistics (Rome)

2005-2010

Dean of Richard Goodwin Faculty of Economics and Management of the University of Siena (Siena)

#### POSITIONS IN RESEARCH ASSOCIATIONS AND NETWORKS

2017- ---

Co-Cordinator of Working Group on SDG #2, Food, of Italian Alliance for Sustainable Development – ASVIS (Rome)

2015- ---

Chair of United Nations Sustainable Development Solutions Network (SDSN) Assembly (Paris and New York)

2014- ---

Member of the Scientific Committee of CSR Manager Network Italy (Milan)

2014- ---

Member of the Academic Platform of Parliamentary Assembly of Mediterranean (Malta)

2012- ---

Member of the Leadership Council of SDSN and Chair of SDSN Mediterranean (Paris and New York)

2012- ---

Member of the Academic Board of University of Gibraltar (Gibraltar)

2012-2016

Head of the IAU Working Group on Sustainability (Paris)

2012-2016

Member of the Board of International Association of Universities (IAU) (Paris)

#### POSITIONS IN FOR PROFIT AND NOT-FOR-PROFIT ORGANISATIONS

2017- ---

Member of the Board of Banca Monte Paschi di Siena (Siena)

2017- ---

Member of SDGs@Edison, Sustainability Stakeholder Panel of Edison SpA

2017- ---

Chair of Sclavo Foundation (Siena)

2013- ---

Member of the Board of Smith Kline Foundation (Rome)

2016-2017

Member of Collegio sindacale (Board of Auditors) of Banca d'Italia (Rome)

2014-2016

Deputy Chair of the Steering Committee of Toscana Life Sciences Foundation

2010-2014

Member of the Steering Committee of Toscana Life Sciences (Siena)

## EDUCATION

1989

PhD in Business Administration from the University of Pisa

1985

Degree cum Laude from the Faculty of Economics and Banking, University of Siena

## FIELDS OF RESEARCH

- Governance and Management Control issues in a social and environmental perspective
- The role of organizations and universities to promote sustainable innovations

Research outputs were published in national and international journals, including Accounting, Organizations and Society; Accounting Auditing & Accountability Journal; Management Accounting Research; Family Business Review; and Reflections: the Society for Organisational Learning Journal

Recent contributions include (Principal scientific publications):

- "Sustainability Development Goals: Integrating Sustainability Initiatives With Long-Term Value Creation", with Cristiano Busco and Mark Frigo, in Strategic Finance, 2017
- Sustaining multiple logics within hybrid organisations: Accounting, mediation and the search for innovation, with Cristiano Busco and Elena Giovannoni, in Accounting Auditing & Accountability Journal, 2017, paper voted as winner of the Mary Parket Follett Award for 2017 and 'considered to be of particular merit and also deserving of recognition'
- Mediterranean food value chain: focus in Italy, with Giacomo Fabietti, Patrice Micco e Maria Pia Maraghini, in 'Accounting and Management of the Agribusiness industry', McGraw-Hill, 2016
- Transition Towards Sustainable Development: The Role of Universities, with Francesca Trovarelli, in Integrative Approaches to Sustainable Development at University Level, World Sustainability Series, 2015
- Lean thinking nelle aziende di servizi, co-editor with Alessandro Bacci, Alessandro Agnetis, Elena Giovannoni, IPSOA, 2015
- Leading practices in Integrated Reporting, with Cristiano Busco, Mark Frigo and Paolo Quattrone, in Financial Management, 2014
- Il governo dei rischi aziendali tra esigenze di mercato e fattori istituzionali, co-editor with Saverio Bozzolan, Farnco Cescon, Simona Catuogno, Alessandro Lai, Franco Angeli
- The Role of Roles in Risk Management Change: The Case of an Italian Bank, with Elena Giovannoni and Sonia Quarchioni, in European Accounting Review, 2014
- Redefining Corporate Accountability through Integrated Reporting, with Cristiano Busco, Mark Frigo and Paolo Quattrone, in Strategic Finance, 2013
- Integrated Reporting: Concepts and Cases that Redefine Corporate Accountability', with Cristiano Busco and Paolo Quattrone, Springer, 2013
- Transmitting Knowledge Across Generations: The Role of Management Accounting Practices, Family Business Review, 2011

- Cleaning up, with Cristiano Busco, Mark Frigo and Emilia Luisa Leone, Financial management, 2010
- Implementing strategies through management control systems: The case of sustainability, with Emilia Luisa Leone, International Journal of Productivity and Performance Management, 2010
- Governo e gestione delle performance d'impresa, with Cristiano Busco, Pearson, 2010

Previously, articles on Financial Management and Accounting History were awarded as “best article of the year” in 2001 and 2005. An article published in Management Accounting Research was the Journal’s most cited article in 2005-2008.

Author of numerous monographies published by Kluwer, Routledge and Elgar. Co-editor for special issues of Management Accounting Research and Accounting History

#### EDITORIAL AND SCIENTIFIC COMMITTEES AND POSITIONS IN ACADEMIC ASSOCIATIONS (PAST AND PRESENT POSITIONS)

Member of Editorial or Scientific Committee of International journals, including Journal of Management and Governance; Management Accounting Research; Accounting History; Revista de Contabilidad; Accounting, Auditing and Performance Evaluation

Member of Editorial or Scientific Committee of Italian journals including Contabilità e cultura aziendale, Budget and Azienda Pubblica

President of SIDREA (Italian Society of Italian academics in Accounting and Business Administration) (2010-2014)

Chairman of the XXXIV European Accounting Association Annual Congress (2011)

Member of the Management Committee of the European Accounting Association (2007-2008)

Member of the Board of the EAA (European Association of Accounting and Business Administration Scholars) (2003-2006)

Member of the Board of the Italian Society of Accounting History

Coordinator of AIDEA (Italian Academy of Business Administration) Focus Group on “Systems for measuring and evaluating performance in universities”, defining the Association’s journal rating (2006)

Member of the “Management, Statistics and Economics” Panel within the 2001- 2003 Italian Research Evaluation Exercise (VTR) by the National Committee for the Evaluation of Research (CIVR), heading the Management and Finance sub-panel (2005)

#### TEACHING ACTIVITIES

In charge of ‘Advanced Management Control and Sustainable Development’, Course taught in Second Cycle Degree Teaching Programme “Management and Governance” and of other Courses on Governance and Management issues in Master’s and Doctorates at the University of Siena.

Previously taught Courses on Business Administration and Management issues in First and Second Cycle Degree Teaching Programmes, Master’s and Doctorates, at the University of Siena, Pisa, Firenze and Viterbo.

Co-cordinator of the Doctoral Summer School in Management Control, organised by University of Siena in cooperation with Manchester Business School

Professor of Management Control at the International MBA at HEC in Paris (2005)

Lecturer in Accounting and Finance at the University College of North Wales in Bangor, UK (1989-1990)

## PREVIOUS ACADEMIC POSITIONS

Vice Rector for knowledge exchange with Business sector (2006-2007)

Vice Rector for the Arezzo Campus of University of Siena (1997-2005)

Chairman of the Siena University's Evaluation Committee (1996-2005)

Chairman of the Teaching Committee for the second cycle degree in Governance and Control (2004-2005)

Chairman of the Teaching Committee for the first cycle degree in Economics and Management of SMEs (2001-2005)

Coordinator of the GINTS, Master Programme in Banking, Management and New Technologies (2000-2006)

Quality and impact of publications (16/03/2018)

Google Scholar Citations: 1.585 h-index: 21

(from 2013) Citations: 777 h-index:13

Scopus Citations: 336 h-index:9

WOS Citations: 56 h-index:3

### 3. Main Principal Investigator's scientific publications (Max. 20)

1. Cristiano Busco, Irma Malafronte, John Pereira (2020). The role of corporate culture in the choice of integrated reporting. ISBN: 978-1-85971-887-2 - **Altro**
2. Cristiano Busco, Paolo Quattrone, Fabrizio Granà (2017). Integrated Thinking: Aligning purpose and the business model to market opportunities and sustainable performance. vol. 13/3 - **Altro**
3. Costanza Consolandi, Robert G. Eccles, Elena Sofra, Cristiano Busco (2020). Disclosure Topics, Financial Relevance, and the Financial Intensity of ESG Materiality. JOURNAL OF APPLIED CORPORATE FINANCE, vol. 32, p. 117-125, ISSN: 1936-8216 - **Articolo in rivista**
4. cristiano Busco, M. L. Frigo, Angelo Riccaboni, Adriana Rossi, Elena Sofra (2020). Reaping The Benefits of Business 2030. STRATEGIC FINANCE, p. 23-31, ISSN: 1524-833X - **Articolo in rivista**
5. CRISTIANO BUSCO, fabrizio granà, maria federica izzo (2019). Integrating sustainable development goals within companies' decision-making process. The role of integrated thinking and reporting. RIVISTA ITALIANA DI RAGIONERIA E DI ECONOMIA AZIENDALE, p. 4-20, ISSN: 1593-9154 - **Articolo in rivista**
6. Cristiano Busco, Irma Malafronte, John Pereira, Maria Grazia Starita (2019). The determinants of companies' levels of integration: Does one size fit all?. THE BRITISH ACCOUNTING REVIEW, vol. 51, p. 277-298, ISSN: 0890-8389, doi: 10.1016/j.bar.2019.01.002 - **Articolo in rivista**
7. Angelo Riccaboni, MARK L. FRIGO, LOUGHLIN HICKEY, ANDJELA PAVLOVIC, Cristiano Busco (2018). Toward business 2030. STRATEGIC FINANCE, p. 26-35, ISSN: 1524-833X - **Articolo in rivista**
8. BUSCO, CRISTIANO, Quattrone, Paolo (2018). In Search of the "Perfect One": How accounting as a maieutic machine sustains inventions through generative 'in-tensions'. MANAGEMENT ACCOUNTING RESEARCH, p. 1-16, ISSN: 1044-5005, doi: 10.1016/j.mar.2017.02.002 - **Articolo in rivista**
9. Busco, Cristiano, Giovannoni, Elena, Granà, Fabrizio, Izzo, Maria Federica (2018). Making sustainability

meaningful: aspirations, discourses and reporting practices. ACCOUNTING, AUDITING & ACCOUNTABILITY JOURNAL, vol. 31, p. 2218-2246, ISSN: 1368-0668, doi: 10.1108/AAAJ-04-2017-2917 - **Articolo in rivista**

10. Busco, Cristiano, Quattrone, Paolo (2018). Performing business and social innovation through accounting inscriptions: An introduction. ACCOUNTING, ORGANIZATIONS AND SOCIETY, vol. 67, p. 15-19, ISSN: 0361-3682, doi: 10.1016/j.aos.2018.03.002 - **Articolo in rivista**
11. BUSCO, CRISTIANO, Giovannoni, Elena, Riccaboni, Angelo (2017). Sustaining multiple logics within hybrid organisations: Accounting, mediation and the search for innovation. ACCOUNTING, AUDITING & ACCOUNTABILITY JOURNAL, vol. 30, p. 191-216, ISSN: 1368-0668, doi: 10.1108/AAAJ-11-2013-1520 - **Articolo in rivista**
12. BUSCO, CRISTIANO, Quattrone, Paolo (2015). Exploring How the Balanced Scorecard Engages and Unfolds: Articulating the Visual Power of Accounting Inscriptions. CONTEMPORARY ACCOUNTING RESEARCH, vol. 32, p. 1236-1262, ISSN: 0823-9150, doi: 10.1111/1911-3846.12105 - **Articolo in rivista**
13. Cristiano Busco, Mark L. Frigo, Paolo Quattrone, Angelo Riccaboni (2014). Leading practices in integrated reporting: management accountants will guide their companies on the journey to value creation. STRATEGIC FINANCE, p. 23-32, ISSN: 1524-833X - **Articolo in rivista**
14. Cristiano Busco, Mark L. Frigo, Paolo Quattrone, Angelo Riccaboni (2013). Redefining corporate accountability through integrated reporting: what happens when values and value creation meet?. STRATEGIC FINANCE, vol. 8, p. 33-41, ISSN: 1524-833X - **Articolo in rivista**
15. Busco Cristiano, Granà Fabrizio, Federica Izzo (2020). Making sustainable development goals happen through integrated thinking and reporting. In: Charl de Villiers Pei-Chi Kelly Hsiao Warren Maroun. The Routledge Handbook of Integrated Reporting. vol. 1, p. 403-418, New york:Routledge, ISBN: 978-0-367-23385-3 - **Contributo in volume (Capitolo o Saggio)**
16. Cristiano Busco, Fabrizio Granà, Giulia Achilli (2020). MANAGING AND MEASURING SOCIAL IMPACT THROUGH INTEGRATED THINKING AND REPORTING. In: Charl de Villiers Pei-Chi Kelly Hsiao Warren Maroun. The Routledge Handbook of Integrated Reporting. vol. 1, p. 251-268, New york:Routledge, ISBN: 978-0-367-23385-3 - **Contributo in volume (Capitolo o Saggio)**
17. cristiano Busco, Adriana Rossi, Mercedes Luque-Vilchez (2020). Integrated reporting assurance: state of the art, current issues, future challenges and research opportunities. In: De Villiers C. Kelly Hsiao P.-C. and Maroun W.. The Routledge Handbook of Integrated Reporting. p. 194-209, Routledge, ISBN: 9780367233853 - **Contributo in volume (Capitolo o Saggio)**
18. Cristiano Busco, Fabrizio Granà, Adriana rossi (2020). Disclosure non finanziaria e misurazione degli impatti sociali: profili teorici, prime evidenze empiriche e prospettive future. vol. 1, p. 1-148, TORINO:Giappichelli, ISBN: 978-88-921-2139-3 - **Monografia o trattato scientifico**
19. Cristiano Busco, Maria Federica Izzo, Fabrizio Granà (2018). Sustainable Development Goals and Integrated Reporting. p. 1-137, Routledge, ISBN: 978-1-138-31337-8 - **Monografia o trattato scientifico**
20. BUSCO, CRISTIANO, Frigo, Mark L., Quattrone, Paolo, Riccaboni, Angelo (2013). Integrated reporting: concepts and cases that redefine corporate accountability. p. 1-350, Springer International Publishing, ISBN: 9783319021683, doi: 10.1007/978-3-319-02168-3 - **Monografia o trattato scientifico**

#### 4. Main scientific publications of the associated investigators (Max. 20, for each research unit)

##### 1. LAI Alessandro

1. Alessandro Lai, Riccardo Stacchezzini (2021). Organisational and professional challenges amid the evolution of sustainability reporting: a theoretical framework and an agenda for future research. MEDITARI ACCOUNTANCY RESEARCH, vol. 29, p. 405-429, ISSN: 2049-372X, doi: 10.1108/MEDAR-02-2021-1199 - **Articolo in rivista**

2. Carlo Bellavite Pellegrini, Andrea Lionzo, Alessandro Lai (2021). Overcoming a corporate crisis: The role of a hegemonic elite. The Banco Ambrosiano case (1982). ACCOUNTING HISTORY, vol. 26, p. 585-611, ISSN: 1749-3374, doi: 10.1177/10323732211025328 - **Articolo in rivista**
3. Giulia Leoni, Alessandro Lai, Riccardo Stacchezzini, Ileana Steccolini, Stephen Brammer, Martina Linnenluecke, Istemi Demirag (2021). The pervasive role of accounting and accountability during the COVID-19 emergency. ACCOUNTING, AUDITING & ACCOUNTABILITY JOURNAL, vol. ahead-of-print, p. 1-19, ISSN: 1758-4205, doi: 10.1108/AAAJ-10-2021-5493 - **Articolo in rivista**
4. Leoni, Giulia, Lai, Alessandro, Stacchezzini, Riccardo, Steccolini, Ileana, Brammer, Stephen, Linnenluecke, Martina, Demirag, Istemi (2021). Accounting, management and accountability in times of crisis: lessons from the COVID-19 pandemic. ACCOUNTING, AUDITING & ACCOUNTABILITY JOURNAL, vol. 34, p. 1305-1319, ISSN: 1758-4205, doi: 10.1108/AAAJ-05-2021-5279 - **Articolo in rivista**
5. Rossignoli Francesca, Stacchezzini Riccardo, Lai Alessandro (2021). Financial analysts' reaction to voluntary integrated reporting: cross-sectional variation in institutional enforcement contexts. JOURNAL OF APPLIED ACCOUNTING RESEARCH, p. 1-26, ISSN: 0967-5426 - **Articolo in rivista**
6. Rossignoli Francesca, Stacchezzini Riccardo, Lai Alessandro (2021). Integrated reporting and analyst behaviour in diverse institutional settings. MEDITARI ACCOUNTANCY RESEARCH, p. 1-33, ISSN: 2049-372X - **Articolo in rivista**
7. Stacchezzini, Riccardo, Masiero, Eleonora, Lai, Alessandro (2021). Histories as counter-accounting. CRITICAL PERSPECTIVES ON ACCOUNTING, p. 1-17, ISSN: 1045-2354, doi: 10.1016/j.cpa.2021.102397 - **Articolo in rivista**
8. Lai, Alessandro, Leoni, Giulia, Stacchezzini, Riccardo (2019). Accounting and governance in diverse settings – an introduction. ACCOUNTING HISTORY, vol. 24, p. 325-337, ISSN: 1032-3732, doi: 10.1177/1032373219862669 - **Articolo in rivista**
9. Lai, Alessandro, Panfilo, Silvia, Stacchezzini, Riccardo (2019). The governmentality of corporate (un)sustainability: the case of the ILVA steel plant in Taranto (Italy). THE JOURNAL OF MANAGEMENT AND GOVERNANCE, vol. 23, p. 67-109, ISSN: 1385-3457, doi: 10.1007/s10997-019-09457-1 - **Articolo in rivista**
10. A. Lai, G. Melloni, R. Stacchezzini (2018). Integrated reporting and narrative accountability: The role of preparers. ACCOUNTING, AUDITING & ACCOUNTABILITY JOURNAL, vol. 31, p. 1381-1405, ISSN: 1368-0668, doi: 10.1108/AAAJ-08-2016-2674 - **Articolo in rivista**
11. Baskerville, Rachel, Carrera, Nieves, Gomes, Delfina, Lai, Alessandro, Parker, Lee (2017). Accounting historians engaging with scholars inside and outside accounting: Issues, opportunities and obstacles. ACCOUNTING HISTORY, vol. 22, p. 403-424, ISSN: 1032-3732, doi: 10.1177/1032373217732349 - **Articolo in rivista**
12. Lai, Alessandro, Melloni, Gaia, Stacchezzini, Riccardo (2017). What does materiality mean to integrated reporting preparers? An empirical exploration. MEDITARI ACCOUNTANCY RESEARCH, vol. 25, p. 533-552, ISSN: 2049-372X, doi: 10.1108/MEDAR-02-2017-0113 - **Articolo in rivista**
13. LAI, Alessandro, Melloni, Gaia, STACCHEZZINI, Riccardo (2016). Corporate Sustainable Development: is "Integrated Reporting" a legitimization strategy?. BUSINESS STRATEGY AND THE ENVIRONMENT, vol. 25, p. 165-177, ISSN: 0964-4733, doi: 10.1002/bse.1863 - **Articolo in rivista**
14. Melloni, Gaia, STACCHEZZINI, Riccardo, LAI, Alessandro (2016). The tone of business model disclosure: an impression management analysis of the integrated reports. THE JOURNAL OF MANAGEMENT AND GOVERNANCE, vol. 20, p. 295-320, ISSN: 1385-3457, doi: 10.1007/s10997-015-9319-z - **Articolo in rivista**
15. STACCHEZZINI, Riccardo, MELLONI, GAIA, LAI, Alessandro (2016). Sustainability management and reporting: The role of integrated reporting for communicating corporate sustainability management. JOURNAL OF CLEANER PRODUCTION, vol. 136, p. 102-110, ISSN: 0959-6526, doi: 10.1016/j.jclepro.2016.01.109 - **Articolo in rivista**
16. LAI, Alessandro, Lionzo, Andrea, STACCHEZZINI, Riccardo (2015). The interplay of knowledge innovation and academic power: Lessons from "isolation" in twentieth-century Italian accounting studies. ACCOUNTING HISTORY, vol. 20, p. 266-287, ISSN: 1032-3732, doi: 10.1177/1032373215595138 - **Articolo in rivista**
17. LAI, Alessandro, LEONI G., STACCHEZZINI, Riccardo (2014). The Socializing Effects of Accounting in Flood Recovery. CRITICAL PERSPECTIVES ON ACCOUNTING, vol. 25, p. 579-603, ISSN: 1045-2354, doi: 10.1016/j.cpa.2014.04.002 - **Articolo in rivista**
18. LAI, Alessandro, Leoni, Giulia, STACCHEZZINI, Riccardo (2012). Governmentality rationales and calculative devices: The rejection of a seventeenth-century territorial barter proposed by the King of Spain. ACCOUNTING HISTORY, vol. 17(3/4), p. 369-392, ISSN: 1032-3732, doi: 10.1177/1032373212443226 - **Articolo in rivista**
19. Alessandro Lai, Giulia Leoni, Riccardo Stacchezzini (2021). Exploring the impact of intellectual capital narratives on corporate accountability. In: (a cura di): John Dumay Christian Nielsen Morten Lund Maurizio Massaro and James Guthrie, Research Handbook on Intellectual Capital and Business. p. 87-108, CHELTENHAM:Edward Elgar Publishing, ISBN: 9781785365317, doi: 10.4337/9781785365324.00012 - **Contributo in volume (Capitolo o Saggio)**
20. Stacchezzini R., Lai A. (2020). Integrated reporting preparers. Mode of cognition, stakeholder salience and integrated thinking in action. In: (a cura di): De Villiers C. Hsiao P.-C.K. & Maroun W., The Routledge Handbook of Integrated Reporting. vol. 1, p. 269-279, London:Routledge - **Contributo in volume (Capitolo o Saggio)**

## 2. RICCABONI Angelo

1. Cupertino S., Vitale G., Riccaboni A. (2021). Sustainability and short-term profitability in the agri-food sector, a cross-sectional time-series investigation on global corporations. BRITISH FOOD JOURNAL, vol. 123, p. 317-336, ISSN:

- 0007-070X, doi: 10.1108/BFJ-02-2021-0154 - **Articolo in rivista**
2. Molinari M., Maraghini M. P., Riccaboni A. (2021). Reporting di sostenibilità e controllo manageriale: l'esperienza di Edison S.p.A.. MANAGEMENT CONTROL, p. 61-86, ISSN: 2239-0391, doi: 10.3280/MACO2021-002004 - **Articolo in rivista**
  3. Riccaboni A., Neri E., Trovarelli F., Pulselli R. M. (2021). Sustainability-oriented research and innovation in 'farm to fork' value chains. CURRENT OPINION IN FOOD SCIENCE, vol. 42, p. 102-112, ISSN: 2214-7993, doi: 10.1016/j.cofs.2021.04.006 - **Articolo in rivista**
  4. Busco C., Frigo M. L., Riccaboni A., Rossi A., Sofra E. (2020). Reaping the benefits of Business2030. STRATEGIC FINANCE, vol. 101, p. 22-31, ISSN: 1524-833X - **Articolo in rivista**
  5. Riccaboni A., Cresti S., Pulselli R. M. (2020). Ricerca e innovazione per la sostenibilità dei sistemi agroalimentari mediterranei. ENERGIA, AMBIENTE E INNOVAZIONE, p. 25-28, ISSN: 1124-0016, doi: 10.12910/EAI2020-007 - **Articolo in rivista**
  6. Vitale G., Cupertino S., Riccaboni A. (2020). Big data and management control systems change: the case of an agricultural SME. JOURNAL OF MANAGEMENT CONTROL, vol. 31, p. 123-152, ISSN: 2191-477X, doi: 10.1007/s00187-020-00298-w - **Articolo in rivista**
  7. Angelo Riccaboni, Andrea Giorgi, Stefano Moscadelli, Elena Giovannoni (2019). Accounting and the management of internal interdependencies: 14th century archival sources from the Comune of Siena. JLI.IT, vol. 10, p. 26-42, ISSN: 2038-5366, doi: 10.4403/jlis.it-12517 - **Articolo in rivista**
  8. Casini M., Bastianoni S., Gagliardi F., Gigliotti M., Riccaboni A., Betti G. (2019). Sustainable development goals indicators: A methodological proposal for a multidimensional fuzzy index in the mediterranean area. SUSTAINABILITY, vol. 11, p. 1-25, ISSN: 2071-1050, doi: 10.3390/su11041198 - **Articolo in rivista**
  9. Maraghini M. P., Riccaboni A. (2019). Performance e Execution oppure Performance è Execution?. MANAGEMENT CONTROL, p. 5-12, ISSN: 2239-0391, doi: 10.3280/MACO2019-002001 - **Articolo in rivista**
  10. VITALE, GIANLUCA, Sebastiano Cupertino, RINALDI, LOREDANA, Angelo Riccaboni (2019). Integrated Management Approach Towards Sustainability: An Egyptian Business Case Study. SUSTAINABILITY, vol. 11, ISSN: 2071-1050, doi: 10.3390/su11051244 - **Articolo in rivista**
  11. Busco C., Frigo M. L., Hickey L., Pavlovic A., Riccaboni A. (2018). Toward business 2030. STRATEGIC FINANCE, ISSN: 1524-833X - **Articolo in rivista**
  12. Cupertino, Sebastiano, Vitale, Gianluca, Riccaboni, Angelo (2018). L'impatto dei Big Data sulle attività di pianificazione & controllo aziendali: In caso di studio di una PMI agricola Italiana. MANAGEMENT CONTROL, p. 59-86, ISSN: 2239-0391, doi: 10.3280/MACO2018-003004 - **Articolo in rivista**
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  14. Busco C., Fiori G., Frigo M. L., Riccaboni A. (2017). Sustainable Development Goals. STRATEGIC FINANCE, ISSN: 1524-833X - **Articolo in rivista**
  15. Busco, Cristiano, Giovannoni, Elena, Riccaboni, Angelo (2017). Sustaining multiple logics within hybrid organisations: Accounting, mediation and the search for innovation. ACCOUNTING, AUDITING & ACCOUNTABILITY JOURNAL, vol. 30, p. 191-216, ISSN: 1758-4205, doi: 10.1108/AAAJ-11-2013-1520 - **Articolo in rivista**
  16. CRISTIANO BUSCO, GIOVANNI FIORI, MARK FRIGO, ANGELO RICCABONI (2017). Sustainable Development Goals: Integrating sustainable initiatives with long-term value creation. STRATEGIC FINANCE, p. 28-37, ISSN: 1524-833X - **Articolo in rivista**
  17. Silvia Aru, Cristina Capineri, Angelo Riccaboni (2017). Redefining higher education for sustainability. Strategies, barriers and practices. CULTURE DELLA SOSTENIBILITÀ, vol. 10, p. 73-90, ISSN: 1972-5817 - **Articolo in rivista**
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  20. Fabietti, Giacomo, Maraghini, Maria Pia, Riccaboni, Angelo (2015). Sostenibilità e modelli di business nell'Agri-food: la Rete della Pasta dei Coltivatori Toscani. CONTROLLO DI GESTIONE, p. 40-46, ISSN: 1828-4205 - **Articolo in rivista**

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5. Main staff involved (max 10 professors/researchers for each research unit, in addition to the PI or associated investigator), highlighting the time commitment expected

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List of the Research Units



## Unit 1 - BUSCO Cristiano

## Personnel of the research unit

| n° | Surname Name    | Qualification                    | University/ Research Institution                                       | e-mail address  | Months/person expected |
|----|-----------------|----------------------------------|------------------------------------------------------------------------|-----------------|------------------------|
| 1. | BUSCO Cristiano | Professore Ordinario (L. 240/10) | Luiss Libera Università internazionale degli studi sociali Guido Carli | cbusco@luiss.it | 4,1                    |
| 2. | ROSSI Adriana   | Assegnista                       | Luiss Libera Università internazionale degli studi sociali Guido Carli | arossi@luiss.it | 3,0                    |

## Possible sub-unit

| Surname | Name | Qualification | e-mail address | Months/person expected |
|---------|------|---------------|----------------|------------------------|
|         |      |               |                |                        |
|         |      |               |                |                        |
|         |      |               |                |                        |
|         |      |               |                |                        |

## Unit 2 - LAI Alessandro

## Personnel of the research unit

| n° | Surname Name              | Qualification                                          | University/ Research Institution | e-mail address                    | Months/person expected |
|----|---------------------------|--------------------------------------------------------|----------------------------------|-----------------------------------|------------------------|
| 1. | LAI Alessandro            | Professore Ordinario                                   | Università degli Studi di VERONA | alessandro.lai@univr.it           | 0,6                    |
| 2. | STACCHEZZINI Riccardo     | Professore Ordinario (L. 240/10)                       | Università degli Studi di VERONA | riccardo.stacchezzini@univr.it    | 0,5                    |
| 3. | ROSSIGNOLI Francesca      | Professore Associato (L. 240/10)                       | Università degli Studi di VERONA | francesca.rossignoli@univr.it     | 0,8                    |
| 4. | FLORIO Cristina           | Professore Associato (L. 240/10)                       | Università degli Studi di VERONA | cristina.florio@univr.it          | 0,8                    |
| 5. | CORBELLA Silvano          | Professore Ordinario                                   | Università degli Studi di VERONA | silvano.corbella@univr.it         | 0,3                    |
| 6. | SPROVIERO Alice Francesca | Ricercatore a t.d. - t.pieno (art. 24 c.3-a L. 240/10) | Università degli Studi di VERONA | alicefrancesca.sproviero@univr.it | 0,8                    |

## Unit 3 - RICCABONI Angelo

## Personnel of the research unit

| n° | Surname Name          | Qualification                    | University/ Research Institution | e-mail address     | Months/person expected |
|----|-----------------------|----------------------------------|----------------------------------|--------------------|------------------------|
| 1. | RICCABONI Angelo      | Professore Ordinario             | Università degli Studi di SIENA  | riccaboni@unisi.it | 1,0                    |
| 2. | DI PIETRA Roberto     | Professore Ordinario             | Università degli Studi di SIENA  | dipietra@unisi.it  | 0,5                    |
| 3. | BARNABE' Federico     | Professore Ordinario (L. 240/10) | Università degli Studi di SIENA  | barnabe@unisi.it   | 1,0                    |
| 4. | GIORGINO Maria Cleofe | Professore Associato (L. 240/10) | Università degli Studi di SIENA  | giorgino@unisi.it  | 1,0                    |
| 5. | MARAGHINI Maria Pia   | Professore Associato (L. 240/10) | Università degli Studi di SIENA  | maraghini@unisi.it | 1,0                    |

## 6. Information on the new contracts for personnel to be specifically recruited

| n° | Associated or principal investigator | Number of expected RTD contracts | Number of research grants expected | Number of PhD scholarships expected | Overall expected time commitment (months) |
|----|--------------------------------------|----------------------------------|------------------------------------|-------------------------------------|-------------------------------------------|
| 1. | BUSCO Cristiano                      | 0                                | 1                                  | 0                                   | 24                                        |
| 2. | LAI Alessandro                       | 0                                | 1                                  | 0                                   | 12                                        |
| 3. | RICCABONI Angelo                     | 0                                | 1                                  | 0                                   | 12                                        |
|    | <b>Total</b>                         | <b>0</b>                         | <b>3</b>                           | <b>0</b>                            | <b>48</b>                                 |

## 7. PI "Do No Significant Harm (DNSH)" declaration, in compliance with article n. 17, EU Regulation 852/2020. (upload PDF)

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MUR also has the right to the dissemination of the main economic and scientific data related to the funded projects."

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Date 30/03/2022 ore 21:20

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