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Performance Management, Impact Measurement, and the Sustainable Development Goals: The Fourth Wave of Integrated Social Accounting

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ABSTRACT

Integrated social accounting places social and environmental performance alongside financial performance. In the history of social accounting, it is possible to identify four waves of integrated social accounting statements: *corporate social responsibility* (1970s), *triple bottom line* (1990s), *standardized reporting* (2000s), and today, with the popularization of the United Nations' 2030 Agenda for Sustainable Development, *standardized goals*. The Sustainable Development Goals (SDGs) provide a common language and shared purpose for a multitude of actors, spanning networks, organizational types, and geographical levels. To illustrate the fourth wave of integrated social accounting, this article[1] proposes an integrated social accounting model that focuses organizational attention on the internal and external impacts of an organization's activities through the lens of the SDGs.

RÉSUMÉ

La comptabilité sociale intégrée associe la performance sociale et environnementale à la performance financière. Dans l'histoire de la comptabilité sociale, il est possible d'identifier quatre vagues d'états de comptabilité sociale intégrés. Celles-ci peuvent être caractérisées par la responsabilité sociale des entreprises (années 1970), le triple résultat net (années 1990), les rapports normalisés (années 2000) et, aujourd'hui, avec la popularisation du Programme des Nations Unies pour le développement durable à l'horizon 2030, des objectifs normalisés. Les objectifs de développement durable (ODD) fournissent un langage commun et un objectif commun à une multitude d'acteurs, couvrant des réseaux, des types d'organisations et des niveaux géographiques. Pour illustrer la quatrième vague de comptabilité sociale intégrée, cet article propose un modèle de comptabilité sociale intégrée qui concentre l'attention de l'organisation sur les impacts internes et externes des activités d'une organisation à travers la lentille des ODD.

Keywords / Mots clés : Social accounting; Sustainable Development Goals; Balanced scorecard; Performance management; Impact measurement / Comptabilité sociale; Objectifs de développement durable; Tableau de bord équilibré; Gestion de la performance; Mesure d'impact

INTRODUCTION

Social accounting broadens the factors that are considered in an accounting model and includes stakeholder engagement as a critical component (Mook, Quarter & Richmond, 2007). Integrated social accounting brings together social and environmental performance with financial performance. This goes beyond supplemental social accounting reports, which are separate from the financial reporting and are often used as marketing and public relations tools. The first integrated social accounting statements appeared in the corporate sector fifty years ago; they have since evolved and are now found in all sectors of society.

A fundamental assumption of social accounting is that accounting drives behaviour (Mook, 2007). In the past, both accountants and non-accountants have understood the discipline of accounting as neutral, amoral, and value-free. However, critical accounting scholars have postulated that accounting practices create, sustain, and may even change the way one sees things. For instance, accounting for certain elements while excluding others influences how social reality is constructed. This means that accounting leads societal actors to develop certain assumptions about the world, the functioning of society, and values and expectations. Ultimately, these assumptions, values, and expectations influence policy priorities. In short, a key argument of critical accounting is that accounting is a driver of behaviour and conventional accounting drives behaviour toward the maximization of profit. In contrast, social accounting drives behaviour toward economic, social, and environmental goals (Gibbon, 2012; Hines, 1988; Mook & Machokoto, 2017; Morgan, 1988; Tinker, 1985).

In the history of social accounting, it is possible to identify four waves of integrated social accounting statements: *corporate social responsibility* (1970s), *triple bottom line* (1990s), and *standardized reporting* (2000s) (Mook, 2007). Currently, we are witnessing the emergence of a fourth wave (*standardized goals*). This article briefly reviews these waves and then describes a model that illustrates the fourth wave. This model, Integrated Social Accounting (ISA), brings together three driving forces: critical accounting, collective impact, and the Sustainable Development Goals. The Sustainable Development Goals are universal goals established by the members of the United Nations in 2015 and published in *Transforming our World: The 2030 Agenda for Sustainable Development*. The article then discusses three conundrums of impact measurement and expands on the ISA model. This is followed by a discussion on the implementation of the model and next steps.

FOUR WAVES OF INTEGRATED SOCIAL ACCOUNTING

As noted, in the history of integrated social accounting statements, it is possible to identify four waves: *corporate social responsibility* (1970s), *triple bottom line* (1990s), *standardized reporting* (2000s), and the incipient wave of *standardized goals*. The first wave can be traced back to the 1970s, when the public started to demand more information on the social and environmental impacts of business:

> Monitoring a company's social performance is an outgrowth of a great and growing public concern about corporate social responsibility. Larger and larger numbers of people in all walks of life, including many prominent business leaders, now believe that corporations should actively pursue socially responsible goals. This means reducing pollution, building more safety and reliability into products, providing more and better employment and advancement opportunities for minorities and women, making work more meaningful, more satisfying, and safer for all employees, and generally promoting the well-being of society in numerous other ways. (Blake, Frederick, & Myers, 1976, p. 1)

This period was marked by bold experimentation and high expectations. In 1971, Abt and Associates (Abt Associates, 1974, cited in Blake et al., 1976) published the *Social and Financial Income Statement*, which started with existing accounting statements, added new items, and then rearranged the way those items were presented by stakeholder group:

company/stockholders, staff, clients, and community. Social costs included lay-offs and involuntary terminations, as well as the difference of earnings between a minority or female staff member and a non-minority or male staff member. Staff overtime that was worked but not paid was considered a subsidy to clients. The stakeholder "community" was shown to receive benefits through local taxes paid by the company and through reduced parking areas, which discouraged single-driver trips and thus resulted in less pollution and traffic on the highways (Abt Associates, 1974, cited in Blake et al., 1976).

Other integrated social accounting statements developed in this period included the Socioeconomic Operating Statement (Linowes, 1972), the Statement of Fund Flows for Socially Relevant Activities (Dilley & Weygandt, 1973), and the Social Impact Statement (Estes, 1976). Due to the complexities of valuing externalities and intangible items, these statements did not catch on. However, they inspired subsequent work.

The second wave of integrated social accounting was inspired by the "Brundtland Report" (UNWCED, 1987), which conceptualized sustainability as having three dimensions: economic, social, and environmental. This wave gained momentum when John Elkington (2004) introduced the concept of the *triple bottom line* in the 1990s. Whereas conventional accounting focused on a single bottom line, profit, an emphasis on the triple bottom line expanded attention to three areas: social equity, environmental quality, and economic prosperity. These categories are also referred to as people, planet, and profit (Elkington, 2004). As part of this wave, some organizations started to prepare sustainability accounting reports (Bebbington & Gray, 2006). Sustainability accounting thus focused on an organization's performance in terms of moving toward or away from sustainability (Gray & Milne, 2004).

During the second wave, integrated social accounting for organizations outside of the for-profit sector emerged as conventional accounting procedures designed for for-profit organizations; they missed the social-performance story of social economy organizations. Integrated social accounting statements for nonprofits and co-operatives that appeared in this period include the Social Impact Statement, the Cooperative Social Balance, the Community Return on Investment, the Expanded Value Added Statement, the Socio-economic Resource Statement, and the Socio-economic Impact Statement (Land, 1996; Mook et al., 2007; Richmond, 1999; Vaccari, 1997).

The third wave started around the beginning of the twenty-first century, with the emergence of standardizing reporting guidelines such as the Global Reporting Initiative (GRI, 2020). The GRI provided guidance for all types of organizations on how to disclose their economic, social, and environmental performance. This was also a time of experimentation with the balanced scorecard. This performance measurement and management tool had been used for strategic planning in the for-profit sector since the 1980s, and it was now adapted to reflect social performance for nonprofits and social enterprises (Bull, 2007; Kaplan, 2001; Manville, 2007; Martello, Watson, & Fischer, 2008; Somers, 2004). In its original form, the balanced scorecard aimed to achieve financial and shareholder objectives by focusing strategic attention on four perspectives: finances, the customer, internal management processes, and learning and growth. In so doing, it provided a more balanced view of the organization's performance. In the nonprofit setting, Robert Kaplan (2001) modified the balanced scorecard to acknowledge that the strategy should be driven by mission rather than financial/shareholder objectives. In this setting, the four perspectives answer questions such as:

> If we succeed, how will we look to our financial donors? To achieve our vision, how must we look to our customers/recipients? To satisfy our customers, financial donors, and mission, at which business processes must we excel? To achieve our vision, how must our people learn, communicate and work together?" (Kaplan, 2001, p. 3610)

While the third wave of integrated social accounting provided a degree of standardization in reporting, the fourth wave provides a degree of standardization in terms of societal goals. The United Nations Sustainable Development Goals

(SDGs)—which were released at the 2015 United Nations Development Summit in New York as part of the 2030 Agenda for Sustainable Development—are an example of societal goals. The SDGs are a set of 17 broad interdependent goals resulting from consultations with a multi-nation working group established by the United Nations (see Figure 1).This process built on decades of work by the United Nations and its member countries, including the Millennium Development Goals that were introduced in 2000 to reduce extreme poverty by 2015. The 17 goals of the 2030 agenda provided "a shared blueprint for peace and prosperity for people and the planet, now and into the future" (United Nations, n.d., p. 1). A vital feature of the goals was the recognition that they are interconnected: "Ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests" (United Nations, n.d., p. 1).

Figure 1: The SDGs

Source: United Nations. (n.d.). SDG Poster and Individual Goals for Web and Print. URL: https://www.un.org/sustainable development/news/communications-material/ [May 8, 2020].

There has been an impressive increase in awareness of and focus on the SDGs in a relatively short period. For instance, Local 2030 is a global community that has over 500 resources in its online library to help facilitate the implementation, discussion, and incubation of ideas related to the scaling and acceleration of the SDGs at the local level. Impact Hub is another example; members in over 50 countries mobilize around measuring impact in terms of localizing the SDGs (Impact Hub Ottawa, 2020).

The SDGs are inspiring initiatives in a great variety of contexts. The nonprofit B Lab (2019) has partnered with the United Nations Global Platform to develop a platform to certify B Corporations[2] in alignment with the SDGs. Organizations of all types around the world are focusing their annual reports on the SDGs, and accounting bodies provide guidance on how to report on the SDGs.[3] The Common Approach to Impact Measurement project for social enterprises under development in Canada is adopting the SDG framework for its social and environmental indicators (Common Approach, 2019a), and the Future-Fit Business Benchmark approach, a science-based sustainability framework, is now mapped to the SDGs (Future-Fit Business, 2019; Willard, 2019). The Canadian federal government provides an example of how governments are organizing to achieve the SDGs. It has charged each of its agencies with accountability for one or more of the SDGs. For instance, achieving goal three—ensure healthy lives and promote well-being for all at all ages—is the collaborative responsibility of Crown-Indigenous Relations and Northern Affairs Canada, Environment and Climate Change Canada, Global Affairs Canada, Health Canada, Indigenous Services Canada, Public Health Agency of Canada, and Veterans Affairs Canada (Government of Canada, 2019).

Another driver of the fourth wave is *collective impact*. Collective impact is an approach that gained much attention after the publication of a pioneering article of the same name by John Kania and Mark Kramer (2011). Collective impact aims at solving large-scale social problems through broad cross-sector collaboration. It consists of five interlinked components: 1) a common agenda, 2) shared measurement systems, 3) mutually reinforcing activities, 4) continuous communication, and 5) backbone support organizations.

A study of collective impact initiatives (Spark Policy Institute & ORS Impact, 2018) provides evidence that this approach contributed to positive system- and population-level changes, and that there were many pathways that led to these impacts. In other words, while the end goals were similar, there were many ways to reach them.

The Elizabeth River Project (2016) in south-eastern Virginia is one such project. For many years, the river was a dumping ground for industrial waste and was presumed dead. Today, it is home to blue herons, river otters, and many varieties of fish. Over 120 stakeholders came together to restore the river, including municipal governments, nonprofit organizations, local businesses, schools, community groups, universities, and citizens (Elizabeth River Project, 2016; Kania & Kramer, 2011). FSG Impact (2012) identified the five collective impact elements within the project as:

- Common agenda: All parties agree to shared goals to conserve and restore Elizabeth River.
- Shared measurement: All parties keep track of the same things, decreasing pollution and bringing back wildlife.
- Mutually reinforcing activities: Each actor does their own part using their unique skills.
- Continuous communication and regularly sharing results with each other: All actors monitor progress and make improvements.
- Backbone organization: A support team helps mobilize, coordinate, and facilitate to keep the goal—saving a river—in sight and keep the progress rolling.

While the collective impact approach has been successful in many different arenas, Mark Cabaj and Liz Weaver (2016) argue that it is time to move forward from a managerial perspective, which focuses mostly on improvements to existing systems, to a movement-building perspective aimed at transforming those systems:

> Would-be change-makers must tend to the day-to-day tasks of research, raising money, planning, and management. But the chances that their efforts will achieve scale improve dramatically if the work is undergirded with relationships based on a common vision and value — relationships that span diverse organizations, sectors, and political affiliations. (p. 3)

Al Etmanski and Vickie Cammack nicely summarized this approach with the following dictum: “act like an organization, but think like a movement” (Cited in Cabaj & Weaver, 2016, p. 3).

ADDRESSING CONCEPTUAL MEASUREMENT CONUNDRUMS

The issues tackled by social economy organizations are complex. Complex problems require adaptive evaluation approaches that accommodate unique conditions and accept ambiguity and uncertainty (Cabaj, 2014; Glouberman & Zimmerman, 2002). Moving forward requires addressing some of the conundrums faced by those trying to measure impact. Four dilemmas in this regard are precision, attribution, temporality, and the proliferation of measures.

The first conundrum relates to the idea that social impact can be measured precisely. This is evidenced by the many difficulties faced by organizations that try to measure their impact (Cabaj, 2014; Mook, Maiorano, Ryan, Armstrong, & Quarter 2015; Ruff & Olsen, 2016). For instance, organizations calculating a social return on investment (SROI) ratio report that social impact measurement is a highly subjective process. The number of assumptions required in calculating "deadweight" (the amount of impact that would have happened anyway without the activity), "attribution" (the percentage of impact attributable to the organization), and "drop-off" (the degree to which an impact diminishes over time) adds to the subjective nature of the result (Nicholls, Lawlor, Neitzert, & Goodspeed, 2012). Because of this, outcomes are not comparable between organizations or programs. Nevertheless, it is hard to avoid the temptation to compare. On the positive side, undertaking an impact measurement process such as the SROI ratio results in increased dialogue and engagement with stakeholders. In turn, the learning gained from this dialogue can lead to improvements in performance.

A second conundrum, which is closely related to the first one, is that of attribution. Attribution refers to the extent to which a particular factor influenced a result. For complex problems, unequivocally measuring the attribution of a particular program is not practical, if not impossible, considering the resources and expertise needed to undertake randomized controlled trials (Treasury Board of Canada Secretariat, 2012). To address this issue, John Mayne (1999) argues that measurement should be looked at as "less about precision and more about increasing understanding and knowledge" (p. 5), and the focus is on contribution, not attribution per se. This involves a series of steps:

- Step 1: Set out the cause-effect issue to be addressed.
- Step 2: Develop the theory of change.
- Step 3: Assess the resulting contribution story.
- Step 4: Gather the existing evidence on the theory of change.
- Step 5: Reassess the contribution story and challenges to it.
- Step 6: Seek out additional empirical evidence.
- Step 7: Revise and strengthen the contribution story (Treasury Board of Canada Secretariat, 2012).

A third conundrum is time. Impact often occurs over the long-term, yet most reporting focuses on short-term outputs and outcomes that correspond to the fiscal year or the funder's reporting period. Fourth is the challenge of navigating the proliferation of methods and tools available to measure impact (Arvidson & Lyon, 2014; Carman, 2010; Ebrahim & Rangan, 2010; Lalande & Cave, 2017: Organisation for Economic Co-operation and Development, 2015; Salathé-Beaulieu, 2019). With so many options, it is easy to imagine the difficulty of aggregating results from multiple organizations to measure economic, social, and environmental performance more widely. As a result, impact reporting is siloed and not easily connected to measuring changes over time in communities, regions, and countries.

Viewing the paradigm of impact measurement through an interpretivist lens instead one mediates these complexities: "This shifts the framing … from calculating a precise number to generalize and predict to understanding lived experiences to improve impact and to mobilize resources. Calculations are still important, but they are not the ends" (Mook et al., 2015, 237). This alternative "way of knowing" informs a holistic framework of integrated social accounting that could be adopted by all types of organizations in the social economy, as well as in other sectors. By moving away from the need for precise measurements and precise attribution in a short period of time, the fourth wave of integrated social accounting pays more attention to the progress of moving behaviour in the direction of positive impact, or away from negative impact. This also necessitates recognizing that there are many ways to reach a goal (Cabaj, 2014). As Kate Ruff and Sara Olsen (2016) argue,

> The market is best served when each organization can measure its social impact in the way that is most meaningful and insightful to its aim and operations, as long as it follows common principles for good measurement. Drawing insights from financial accounting,[4] good analysts focus on measures that are flexible and adaptable to different contexts (within limits), applied consistently (organizations pick an approach and stick to it), and well disclosed (bring on the fine print!). (p. 2)

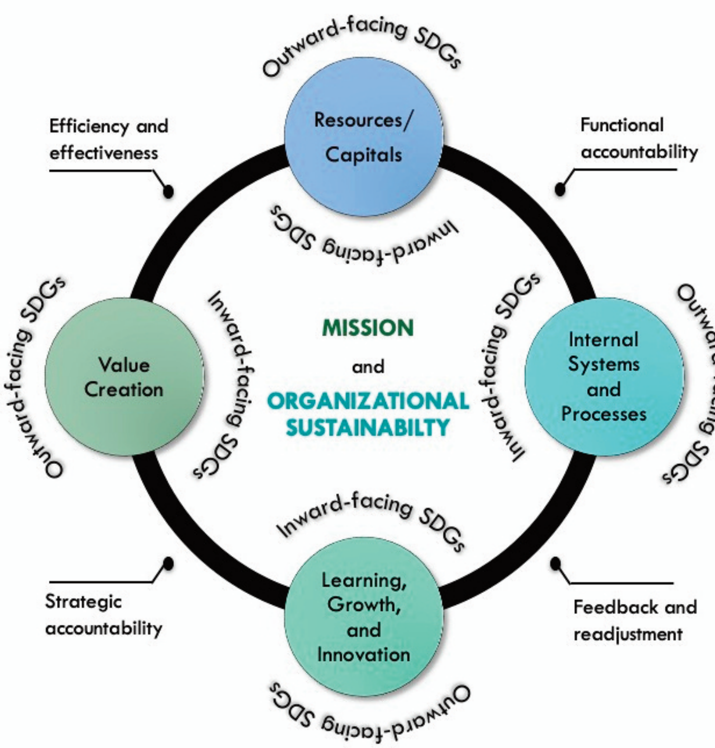
This is the perspective taken by the Common Approach to Impact Measurement initiative. Led by accounting professor Kate Ruff of Carleton University, it is funded by federal and provincial government agencies as part of the Ontario Social Enterprise Strategy. The aim of the project is to equip social enterprises with solid business fundamentals, connect social enterprises to markets and capital to grow and scale, and demonstrate the value of social enterprise and social finance (Common Approach, 2019b; Ministry of Economic Development and Growth, 2016). Guidance on how to self-report data for impact measurement is available, for instance, through the Impact Management Project (IMP, 2019). Collecting data through hubs such as the Common Approach to Impact Measurement allows for aggregation and analysis at the community, regional, and national levels.

THE FOURTH WAVE OF INTEGRATED SOCIAL ACCOUNTING: STANDARDIZED GOALS

The Integrated Social Accounting (ISA) model that follows illustrates the fourth wave integrated social accounting model. ISA takes a balanced-scorecard approach and expands its focus to align with societal impact, in particular the Sustainable Development Goals Agenda 2030.[5] Comparing this model to models in previous waves is parallel to comparing the distinction between Strategic Human Resources Management (SHRM) and Mutual Human Resources Management (MHRM). SHRM aligns the functions of MHRM with the strategic direction or mission of the organization. MHRM is based on a dual alignment of strategic and societal goals. Co-operatives and credit unions are examples of organizations that are dually aligned. They are concerned with organizational success and also with operating socially in line with co-operative principles (Akingbola, 2013).

The ISA model consists of four interconnected dimensions: resources/capital; value creation/destruction; internal systems and processes; and organizational learning, growth, and innovation (see Figure 2).

Figure 2: Integrated Social Accounting (ISA) model



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At a high level, ISA responds to the four following questions:

1. Resources/capital: What level of resources/capital does the organization need to operate effectively and efficiently to achieve its mission in line with the SDGs?

   Conventional accounting focuses on financial and, to some extent, in-kind resources; however, in the integrated social accounting model, all types of resources are considered. Value-creating resources include economic capital, made up of financial and physical capital; intellectual capital, including human resource capital (such as volunteers), organizational capital, and relational capital; and natural capital, including land and natural resources (Castillo, 2016, 2018; Mook, 2007).

2. Value creation/destruction: What difference is the organization making economically, socially, and environmentally through the lens of the SDGs?

   Through an organization's operations, external goods and services are transformed using labour and capital, creating and/or destroying economic, social, and environmental value. This is also known as value added. Positive value added contributes to achieving the mission of the organization and the SDGs. Minimizing the destruction of value added, from activities leading to environmental degradation, for example, is also essential.

3. Internal systems and processes: What internal systems and processes does the organization need to have in line with the SDGs to successfully achieve its mission and remain viable?

   In particular, this dimension focuses on control, managing intellectual capital, and minimizing risk, and it is continually tailored to the organization and context based on feedback. Attention to capacity and capital building through the lens of the SDGs is integral to the operation of the organization (Castillo, 2019).

4. Organizational learning, growth, and innovation: What can the organization learn from itself and its stakeholders in order to improve its impact on the SDGs and maintain organizational sustainability?

   Crucial to achieving organizational success and the SDGs are reflection, learning, growth, and innovation, guided by strategic accountability. Ongoing assessment is a critical factor in success. Learning happens at different levels:

   - "Single-loop learning is about making adjustments to correct a mistake or a problem. It is focused on doing things right. Causality might be observed but typically is not addressed.
   - Double-loop learning is identifying and understanding causality and then taking action to fix the problem. It is about doing the right things.
   - Triple-loop learning goes even deeper to explore our values and the reasons why we even have our systems, processes, and desired results in the first place. It is about trying to ascertain an understanding of how we make decisions that frame our work." (Tamarack Institute, n.d., p.1, based on the work of Chris Argyris and Donald Schön)

Through these four dimensions, organizations link performance management and impact measurement while addressing efficiency and effectiveness, functional and strategic accountability, and feedback and adjustment (see Figure 1). The SDGs provide the common lens that allows organizations to take collective impact to the next level: moving from a managerial perspective to a movement-building perspective (Cabaj & Weaver, 2016).

IMPLEMENTATION OF THE ISA

A single organization will not necessarily impact all the SDGs but will self-align initially to the ones that are most aligned with creating value or minimizing negative impact. This can be facilitated by bringing stakeholders together to brainstorm on the impact the organization is having on them and others. Guidelines for establishing materiality are available through bodies such as the Sustainability Accounting Standards Board (SASB, 2018), the Global Reporting Initiative (GRI, 2020), and Social Value UK (2019).

Generally, an organization would start with its current conventional accounting practices and then explore new factors. This might involve revisions to the chart of accounts in order to aggregate and report items in different ways, or the addition of new items to an existing information system. A dashboard might also be constructed to monitor performance in each dimension.

One starting point in relating the global SDGs to a local context is the Canadian Indicator Framework (CIF) developed by Statistics Canada in collaboration with other federal departments. The CIF sets out ambitions and possible indicators for each of the SDGs in the Canadian context (see Appendix A). These provide guideposts and movement toward a shared language and shared values (Global Affairs Canada, 2018; Government of Canada, 2019). Data hubs hosted by Statistics Canada track Canada's progress at the national level (Statistics Canada, 2019). At the global level, data are reported yearly, for instance through the United Nations Sustainable Development Solutions Network (Sachs, Schmidt-Traub, Kroll, Lafortune, & Fuller, 2019).

To facilitate understanding and action, the SDGs can be categorized into themes. For instance, MSCI, a provider of investment decision support tools, proposes five actionable impact themes that are applicable across a broad set of stakeholders: 1) basic needs, 2) empowerment, 3) climate change, 4) natural capital, and 5) governance. (MSCI, 2016). Each theme is matched up to a set of SDGs (see Table 1).

In implementing the ISA approach, organizations could start with data they are already collecting, such as financial accounts and social performance reports to funders and other audiences. Metrics associated with the SDGs would be reported to national or regional data hubs periodically, and these data could be used for further analysis to inform policy and resource allocation at all levels.

SUMMARY

The impetus for the fourth wave of integrated social accounting derived from the popularity of the SDGs and the broadening of collective impact thinking. Organizations are driven by common goals, albeit in different ways. This approach alleviates some of the perceived necessity for the standardization of indicators while keeping common goals at the forefront.

To illustrate this approach, this article advances the ISA model, bringing together four dimensions: 1) resources/capital, 2) value creation/destruction, 3) internal systems and processes, and 4) organizational learning, growth, and innovation. Organizations using this model focus on the implications of their activities through the lens of the SDGs, looking both internally and externally. The sustainable development goals (SDGs) provide a common language and shared purpose for a multitude of actors, spanning net-

Table 1: SDGs by actionable theme

Theme	Sustainable development goal (SDG)
Basic needs	1. no poverty 2. zero hunger 3. good health & well-being 6. clean water & sanitation 11. sustainable cities & communities
Empowerment	4. quality education 5. gender equality 8. decent work & economic growth 9. industry, innovation, & infrastructure 10. reduced inequalities
Climate change	7. affordable & clean energy 13. climate action
Natural capital	12. responsible consumption & production 14. life below water 15. life on land
Governance	16. peace, justice, & strong institutions 17. partnerships

works, organizational types, and geographical levels. The approach assumes that accounting drives behaviour and thus can be used to drive social change.

Operationalizing such an integrated social accounting model, as with any new process, requires resources that are often in short supply. Time is needed to gather and reconfigure existing data, establish connections with stakeholders, and reflect on impact. Additional funds may be needed to establish new information systems. As argued before, "Social accounting is not simply a procedure for producing accounting statements; it is also a mechanism for understanding the social and economic dynamics of an organization. Assembling such statements can create insights for stakeholders, an understanding of what has been accomplished and where improvements can be achieved" (Mook, Richmond & Quarter, 2003, p. 295). Aligning with societal goals, such as the SDGs, takes integrated social accounting to the next level.

NOTES

1. This article expands on a previous article for practitioners (Mook 2019).
2. See Ruff, 2013. Certified B Corporations are businesses that operate for both purpose and profit.
3. Examples of corporations include Sika Group (n.d.) and South Pole (n.d.), an example of a B Corp is Sustainability Advantage (n.d.), and examples of accounting organizations providing guidance for how to account for the SDGs are the Association of Chartered Accountants (2017) and KPMG (2018).
4. See Ruff, 2013.
5. Integrated Social Accounting (ISA), the model advanced in this article, builds on the Nonprofit Integrated Social Accounting (NISA) model (Mook, 2014). Whereas the NISA model focuses on whether not an organization is moving toward achieving its mission effectively and efficiently, ISA focuses on both inward-facing and outward-facing goals through the lens of the SDGs.

WEBSITES

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Impact Hub, https://impacthub.net/
Local 2030, https://www.local2030.org/
Sika Group, https://www.sika.com/en/about-us/sustainability/sika-sustainability-strategy/un-sustainable-development-goals.html
South Pole, https://www.southpole.com/sustainability-solutions/sdg-impacts-of-investments
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Appendix A: Sustainable developments goals

Goal			Ambitions[*]
1	No poverty	End poverty in all its forms everywhere	Reduce poverty in Canada in all its forms
2	Zero hunger	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Canadians have access to sufficient, affordable and nutritious foodCanadian agriculture is sustainable
3	Good health and well-being	Ensure healthy lives and promote well-being for all at all ages	Canadians adopt healthy behaviours Canadians have healthy and satisfying lives Canada prevents the causes of premature death
4	Quality education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Canadians have access to inclusive and quality education throughout their lives
5	Gender equality	Achieve gender equality and empower all women and girls	Canadians are well represented at all levels of decision-making Canadians share responsibilities within households and families
6	Clean water and sanitation	Ensure availability and sustainable management of water and sanitation for all	Canadians have access to drinking water and use it in a sustainable manner
7	Affordable and clean energy	Ensure access to affordable, reliable, sustainable, and modern energy for all	Canadians reduce their energy consumption Canadians have access to clean and renewable energy
8	Decent work and economic growth	Promote sustained, inclusive, and sustainable economic growth and full and productive employment and decent work for all	Canadians have access to quality jobs Canadians contribute to and benefit from sustainable economic growth
9	Industry, innovation, and infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	Canada fosters sustainable research and innovation Canadians have access to modern and sustainable infrastructures
10	Reduced inequality	Reduce inequality within and among countries	Canadians live free of discrimination and inequalities are reduced
11	Sustainable cities and communities	Make cities and human settlements inclusive, safe, resilient, and sustainable	Canadians have access to quality housing Canadians live in healthy, accessible, and sustainable cities and communities
12	Responsible consumption and production	Ensure sustainable consumption and production patterns	Canadians consume in a sustainable manner
13	Climate action	Take urgent action to combat climate change and its impacts*	Canadians reduce their GHG emissions Canadians are well-equipped and resilient to face the effects of climate change
14	Life below water	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	Canada protects and conserves marine areas and sustainably manages ocean fish stocks
15	Life on land	Protect, restore, and promote the sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Canada ensures all species have a healthy and viable population Canada conserves and restores ecosystems and habitat Canada sustainably manages forests, lakes, and rivers
16	Peace and justice strong institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels	Canadians are safe and secure, in person and online Canadians have equal access to justice Canadians are supported by effective, accountable, and transparent institutions
17	Partnerships to achieve the goal	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Canada fosters collaboration and partnerships to advance the SDGs

[*]*Source*: Government of Canada (2019)