

<IR> Training

Analysis of feedback received

Introduction and overview.

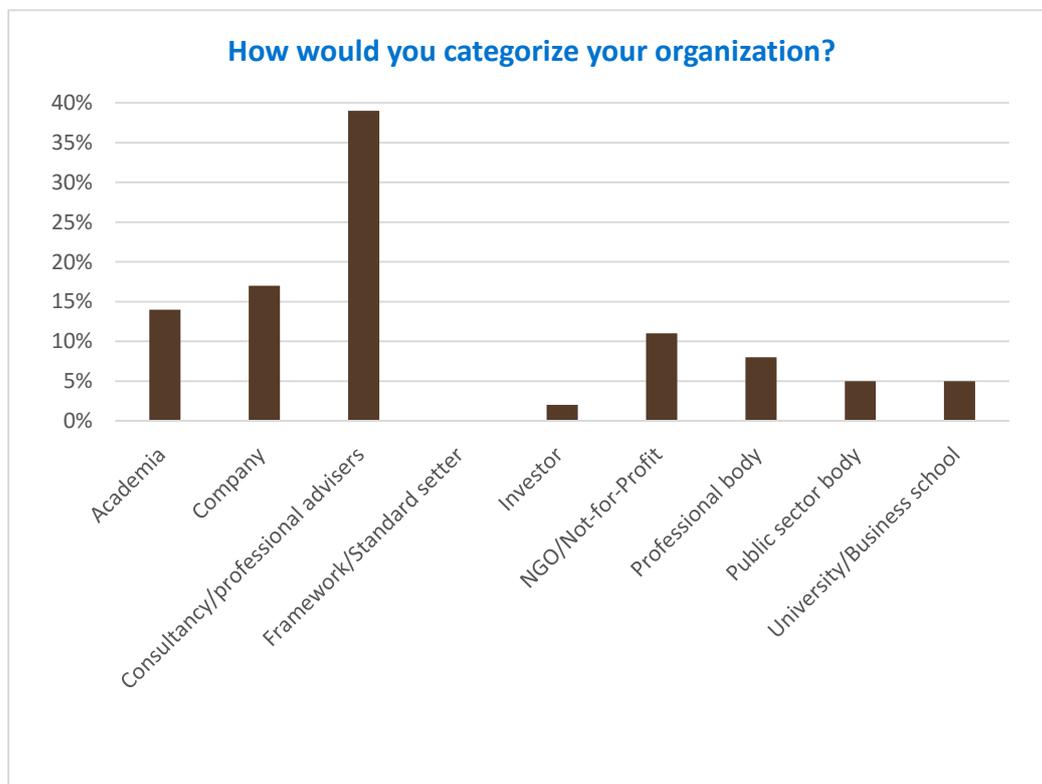
This paper provides a summary of the feedback received in response to the call made by the IIRC on the draft <IR> Competence Matrix. The analysis of this feedback provided the basis for the further development of the matrix, following input from the <IR> Training advisory group. The paper also includes the decisions reached through analysis and discussion which were used as the basis for finalizing the <IR> Competence Matrix.

During the feedback stage of our global project, we received 67 formal responses from 28 countries via the survey tool. We also received a number of comments sent by email including summaries of roundtable discussions held specifically on the <IR> Competence Matrix. The feedback period lasted from the launch of the draft matrix in July until 16 September 2015, although we accepted some responses after this date to ensure we obtained as wide an input as possible.

Overall feedback - respondents by country and stakeholder type

Country	Online	Mail	Grand Total
Australia	7	2	9
Brazil	1		1
Brunei	1		1
Canada	1		1
Germany		1	1
Hong Kong	1	1	2
India	10		10
Ireland	1		1
Israel	1		1
Italy	4		4
Japan		1	1
Kenya	1		1
Malaysia	3	1	4
Netherlands	1		1

Nigeria	1		1
Pakistan	2		2
Peru	1		1
Reunion	1		1
Romania	1		1
Russia	1	1	2
Singapore	2		2
South Africa	4		4
Sri Lanka		1	1
Switzerland	1		1
Turkey	1		1
United Arab Emirates	2		2
UK	12	2	14
US	6	3	9
Total Feedback count	67	13	80



Key conclusions and amendments

The main conclusions from the feedback are set out below. We also publish a summary of the discussions and agreed direction for the matrix following the input of the <IR> Training advisory group.

An overview of the response ratings by question is provided as **Appendix 1**. The list of responding organizations is provided as **Appendix 2**.

Generally, the matrix was well received with 68% of respondents agreeing that overall the <IR> Competence Matrix identified the knowledge, skills and behaviours needed to work within the <IR> environment and 80% agreeing that the matrix uses clear and accessible language. There was also strong support for the four competence areas as set out in the matrix – averaging a 75% positive response.

The survey highlighted a significant need for training among all the groups identified, with Preparers being the highest at 88% having a very or extremely high need for training, and Board and Assurers scoring 68% and 71% respectively. Regulators, university academics and university students came through strongly in the comments as additional groups with training needs.

Thirteen written responses, outside of the online survey tool, were also received from group discussions, organizations and individuals. These written responses were consistent with those submitted through the survey tool (see link above).

The four major themes emerging from all the respondents’ comments are as follows.

Theme	Issue	Discussion and conclusions
Tools, models and frameworks	14 comments requested more detail in the learning outcomes, for example reference to specific tools, models and reporting frameworks.	This additional detail will be provided in a separate document on guidance for Training Providers and the learning outcomes in the matrix kept more general. This is in keeping with the guiding principles for the matrix of being international and adaptive.
Behaviours	14 comments noted the absence of behaviours in the framework.	Learning outcomes relating to relevant behaviours around leadership, ethics, integrated thinking, change management and team working have been added to the matrix.
Corporate reporting	13 comments requested more learning outcomes relating to the link between Integrated Reporting, financial reporting and sustainability reporting.	Learning outcomes are included in the matrix to explore the link between <IR> and financial reporting and sustainability reporting. However, the matrix has not been expanded to cover competences relating to the creation of a financial report or a sustainability report as these are well covered in other programmes.
Strategy	Nine comments requested a greater emphasis on the strategy of an organization, particularly on the link between Integrated Reporting and the organization’s business model and strategy.	Integrated Reporting does not replace a vision or strategy. It is a tool that helps examine and possibly evolve these. Learning outcomes have been added to emphasize the connections between an organization’s strategy, governance, performance and prospects and with its business model.

Comments were also received by four or more respondents on the following areas.

Theme	Issue	Discussion and Recommendation
Naming of levels	Five comments suggested changes to the naming of the practitioner level, but no clear alternative was favoured.	No change to the names of the levels.
Pre-requisites	Five comments requested more detail on the pre-requisite skills or experience.	To be provided in the Guidance to Training Providers.
Culture	Four comments requested more learning outcomes relating to the importance of the culture of the organization in <IR>.	A learning outcomes in this area has been added to the matrix.
Order of competence levels	Four comments suggested changing the order of the competence areas by switching the 'prepare' and 'implement' sections.	We have renamed the 'Preparing the integrated report' area as 'The integrated report' and explained the order in the introduction to the matrix and in the Guidance to Training Providers.
Audience	Four comments requested more information on the target audience for the Introductory level.	To be provided in the Guidance to Training Providers.
Clarity of the matrix	Comments were divided on the clarity of the matrix with nine responses commenting favourably and seven commenting unfavourably (and the overall score in this area was very high).	The matrix will be reviewed from a plain English perspective before publication.

There were a further 26 detailed drafting suggestions relating to one or more individual learning outcomes. These suggested wording changes to improve the clarity of the learning outcomes and also additional learning outcomes to improve the scope of the matrix. They were considered in detail by the drafting team and revisions made as appropriate.

Appendix 1

Feedback findings

This section provides a summary by question as to the responses to the feedback survey. Questions 1-4 were background questions about the respondents.

Q 5 How well do the competence areas listed below capture the areas over which individuals need to acquire competence?

Answer choices	Not at all	Slightly	Moderately	Very	Extremely	Total
Integrated Reporting - the vision for better corporate reporting	1.69% 1	6.78% 4	16.95% 10	54.24% 32	20.34% 12	59
Integrated Thinking - creating value over time	1.67% 1	6.67% 4	16.67% 10	48.33% 29	26.67% 16	60
Preparing the integrated report - communicating value creation	3.33% 2	3.33% 2	21.67% 13	48.33% 29	23.33% 14	60
Implementing Integrated Reporting - from financial management to value management	3.39% 2	5.08% 3	11.86% 7	57.63% 34	22.03% 13	59

Q6. Does the Competence Matrix use clear and accessible language?

Strongly Disagree	Disagree	Undecided / Neutral	Agree	Strongly Agree	Total	Weighted Average
3.39% 2	5.08% 3	11.86% 7	66.10% 39	13.56% 8	59	3.81

Q7. How well do the Introductory learning outcomes capture the competence to be achieved at this level?

Not at all	Slightly	Moderately	Very	Extremely	Total	Weighted Average
1.79% 1	5.36% 3	23.21% 13	58.93% 33	10.71% 6	56	3.71

Q8. How well do the Practitioner learning outcomes capture the competence to be achieved at this level?

Not at all	Slightly	Moderately	Very	Extremely	Total	Weighted Average
0% 0	3.57% 2	30.36% 17	55.56% 31	10.71% 6	56	3.71

<IR> Training: analysis of feedback received

Q9. How well does the Competence Matrix cover the related disciplines of strategy and corporate reporting?

Not at all	Slightly	Moderately	Very	Extremely	Total	Weighted Average
1.82% 1	7.27% 4	43.64% 24	41.82% 23	5.45% 3	55	3.71

Q 10. Overall, is the Competence Matrix well-structured with a logical flow of concepts?

Not at all	Slightly	Moderately	Very	Extremely	Total	Weighted Average
0% 0	7.41% 4	12.96% 27	61.11% 33	18.52% 10	54	3.91

Q 11. Overall, does the Competence Matrix identify the knowledge, skills and behaviors needed to work within the Integrated Reporting environment at the Introductory and Practitioner level?

Strongly Disagree	Disagree	Undecided / Neutral	Agree	Strongly Agree	Total	Weighted Average
1.89% 1	13.21% 7	16.98% 9	60.38% 32	7.55% 4	53	3.58

Q 12. Please rate the likely training demand within your country for each of the groups listed below by 'Need for training':

Answer choices	Not at all	Slightly	Moderately	Very	Extremely	Total
Board members	4.00% 2	4.00% 2	24.00% 12	58.00% 29	10.00% 5	50
Preparers	0.00% 0	1.96% 1	9.80% 5	41.18% 21	47.06% 24	51
Investors	1.96% 1	17.65% 9	29.41% 15	35.29% 18	15.69% 8	51
Assurers	0.00% 0	1.96% 1	27.45% 14	37.25% 19	33.33% 17	51

Q13a. How much time do you believe individuals will be willing to invest in training?

Answer choices	Not at all	Slightly	Moderately	Very	Extremely	Total
Board members	4.00% 2	4.00% 2	24.00% 12	58.00% 29	10.00% 5	50
Preparers	0.00% 0	1.96% 1	9.80% 5	41.18% 21	47.06% 24	51
Investors	1.96% 1	17.65% 9	29.41% 15	35.29% 18	15.69% 8	51
Assurers	0.00% 0	1.96% 1	27.45% 14	37.25% 19	33.33% 17	51

Q 13b. How much time do you believe individuals will be willing to invest in training?

Answer choices	1-2 hours	0.5 day	1 day	2-3 days	4-5 days	More than 5 days	Total
Introductory level	9.80% 5	11.76% 6	47.06% 24	21.57% 11	1.96% 1	7.84% 4	51
Practitioner level	4.08% 2	2.04% 1	16.33% 8	32.65% 16	32.65% 16	12.24% 6	49

Q14. How would you rate the current provision of training within your country?

Answer choices	Inadequate	Poor	Adequate	Good	Very Good	Total
Introductory level	40.00% 18	42.22% 19	15.56% 7	2.22% 1	0.00% 0	45
Practitioner level	40.00% 18	44.44% 20	15.56% 7	0.00% 0	0.00% 0	45

Q15. Do you have details you can share of current training courses available in your market?

Answer Choices	Responses
Yes	28.57% 14
No	71.43% 35
Total	49

Appendix 2

Responding organizations

Respondents made comments via the online survey tool, or provided direct written comments. A number provided summaries of events which were held to discuss the <IR> Competence Matrix.

Organization	Category	Country respondent based in
ACCA	Professional body	UK
Agility Innovation	Consultancy/professional advisers	Switzerland
Arabia CSR Network	NGO/Not-for-Profit	United Arab Emirates
Assicurazioni Generali	Company	Italy
BDO International Limited	Company	US
Business Reporting Leaders' Forum (BRLF), based on an event	Companies	Australia
BSD Consulting	Consultancy/professional advisers	Switzerland
BSE Ltd (Formerly Bombay Stock Exchange)	Company	India
Bucharest University of Economic Studies	Academia	Romania
Business Reporting Leaders Forum (BRLF)	Companies	Australia
Cambridge Institute for Sustainability Leadership - Investment Leaders Group	NGO/Not-for-Profit	UK
Centre for Corporate Governance in Africa, Stellenbosch University Business School	University/Business school	South Africa
CESD	NGO/Not-for-Profit	India
CII - ITC Centre of Excellence for Sustainable Development	Professional body	India
CIMA	Professional body	UK
Corporate Governance Association of Turkey	NGO/Not-for-Profit	Turkey
Corporate Social Responsibility Center Pakistan	Consultancy/professional advisers	Pakistan
Da-Strategy	Consultancy/professional advisers	Russia
DBS	Company	Singapore
De Duurzaamheidsrapporteurs	Consultancy/professional advisers	Netherlands
Deloitte UK	Consultancy/professional advisers	UK
Durham University	Academia	UK
Durham University Business School	Academia	UK
EcoSTEPS	Consultancy/professional advisers	Australia

<IR> Training: analysis of feedback received

Edinburgh Napier University	University/Business school	UK
Emile Woolf International	Consulting	UK
EnBW	Company	Germany
EnigMatrix	Consultancy/professional advisers	South Africa
Environmental Engineers International, Murdoch University	Consultancy/professional advisers	Australia
EY	Consultancy/professional advisers	Australia
Felikar and Associates (FKA)	Consultancy/professional advisers	Kenya
Global Consulting Firm*	Consultancy/professional advisers	US
Hong Kong Productivity Council	Consultancy/professional advisers	Hong Kong
HK University of Science and Technology	Academia	Hong Kong
IAESB (International Accounting and Education Standards Board)	Standard Setter	US
<IR> Business Network, based on a webinar	IIRC Network	UK
iEco7 Foundation	NGO/Not-for-Profit	UK
IFAC	Professional body	Canada
IMA	Professional Body	US
Independent*	NGO/Not-for-Profit	UK
Indian School of Business	Academia	India
Infosys	Company	India
Institute of Internal Auditors	Professional body	US
ITC Ltd	Company	India
Johannesburg Roads Agency	Public sector body	South Africa
KPMG	Consultancy/professional advisers	India
Lodestar	Consultancy/professional advisers	UK
LUISS Guido Carli University of Rome	University/Business school	Italy
Malaysian Institute of Accountants	Professional body	Malaysia
Mario Berard	Academia	US
MRS Oil Nig Plc	Public sector body	Nigeria
MSI Consulting	Consultancy/professional advisers	Peru
NAB	Company	Australia
National University of Ireland, Galway	Academia	Ireland

<IR> Training: analysis of feedback received

nhk Sustentabilidade	Consultancy/professional advisers	Brazil
Northeastern	Academia	US
Paia Consulting	Consultancy/professional advisers	Singapore
Pakistan Institute of Corporate Governance	NGO/Not-for-Profit	Pakistan
Public sector body*	Public sector body	Australia
PwC Consulting Services	Consultancy/professional advisers	Malaysia
RMIT University	Academia	Australia
Russian <IR> Network	Companies	Russia
SBI Funds Management Pvt Ltd	Investor	India
Securities and Exchange Board of India	Framework/Standard setter	India
Securities Industry Development Corporation	Consultancy/professional advisers	Malaysia
SIAM	Company	United Arab Emirates
Sri Lankan Institute of Chartered Accountants	Accounting Body	Sri Lanka
Strategic Management Forum	Academia	UK
Swansea University	Academia	UK
Tata Power	Company	India
Tenet Partners	Consultancy/professional advisers	US
Total Eco Management Ltd	Consultancy/professional advisers	UK
University in Japan*	Academia	Japan
University of Johannesburg	Academia	South Africa
Wipro Ltd.	Company	India
Wyman Associates	Consultancy/professional advisers	UK
ZOOiD	Consultancy/professional advisers	Australia

*Name withheld

The International Integrated Reporting Council (IIRC) is a global coalition of regulators, investors, companies, standard setters, the accounting profession and NGOs. Together, this coalition shares the view that communication about value creation should be the next step in the evolution of corporate reporting.

The International <IR> Framework has been developed to meet this need and provide a foundation for the future.

Further information about the IIRC can be found on its website www.integratedreporting.org

Contact training@theiirc.org for further information.

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