

IIRC Stakeholder Feedback Survey

The Survey – Summary of approach

The IIRC Stakeholder Feedback Survey was sent on 25 May 2016 to around 10,000 stakeholders taken from the IIRC's central database. It was live until 24 June.

The purpose of the survey was to obtain views on Integrated Reporting <IR> and on the work of the IIRC, to enable <IR> to continue to develop as a global movement and inform future strategy and plans. This was the first survey of its type undertaken by the IIRC.

The questions covered the following areas.

About You	Profiling data which will enable the IIRC to analyse results by relationship to the IIRC and familiarity with its work, and by sector, geography and seniority of position.
Your views on Integrated Reporting <IR>	Questions on the quality of the Framework and the influence <IR> is having on reporting at global and national level.
Your views on the Corporate Reporting System	Questions on the coherence or otherwise of the overall system and the role <IR> is playing (aligned to the strategic theme to promote progress through dialogue with frameworks and standard setters).
Your views on the work of the IIRC	Questions covering the IIRC's governance and relationships.

Respondent breakdown

There were 535 responses, with a respondent profile as follows.

- 26% of the responses came from board or partner level positions.
- 47% of the responses came from businesses.
- 38% of the responses came from a member of the 'IIRC Family' - members of IIRC Council, and Board, <IR> Ambassador or participant in an <IR> Network.

Geographic spread of respondents:

Europe	46%
Asia	14%
Africa and Middle East	12%
North America	11%
Australasia	10%
South America	7%

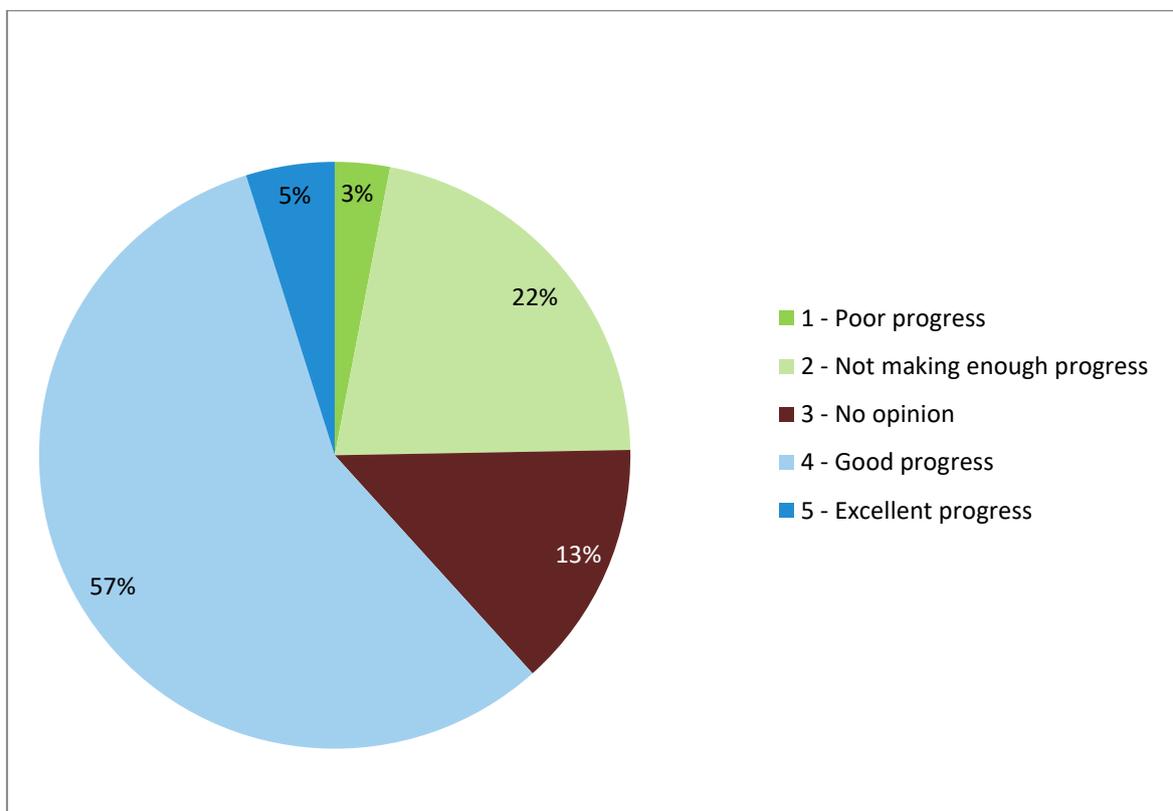
The number of respondents from South America is lower than other regions – findings for the region should be treated with caution owing to the low sample.

Survey findings - global

For each question, we provide a chart showing the global results. The main findings are summarized beneath the chart. We highlight any notable variations we have found through our analysis of specific groups. We have not included analysis of views of investors in the responses as the number of respondents is too low for statistical reliability.

SECTION 1: Your views on Integrated Reporting <IR>

What degree of progress do you believe the IIRC is making towards global adoption of <IR>?

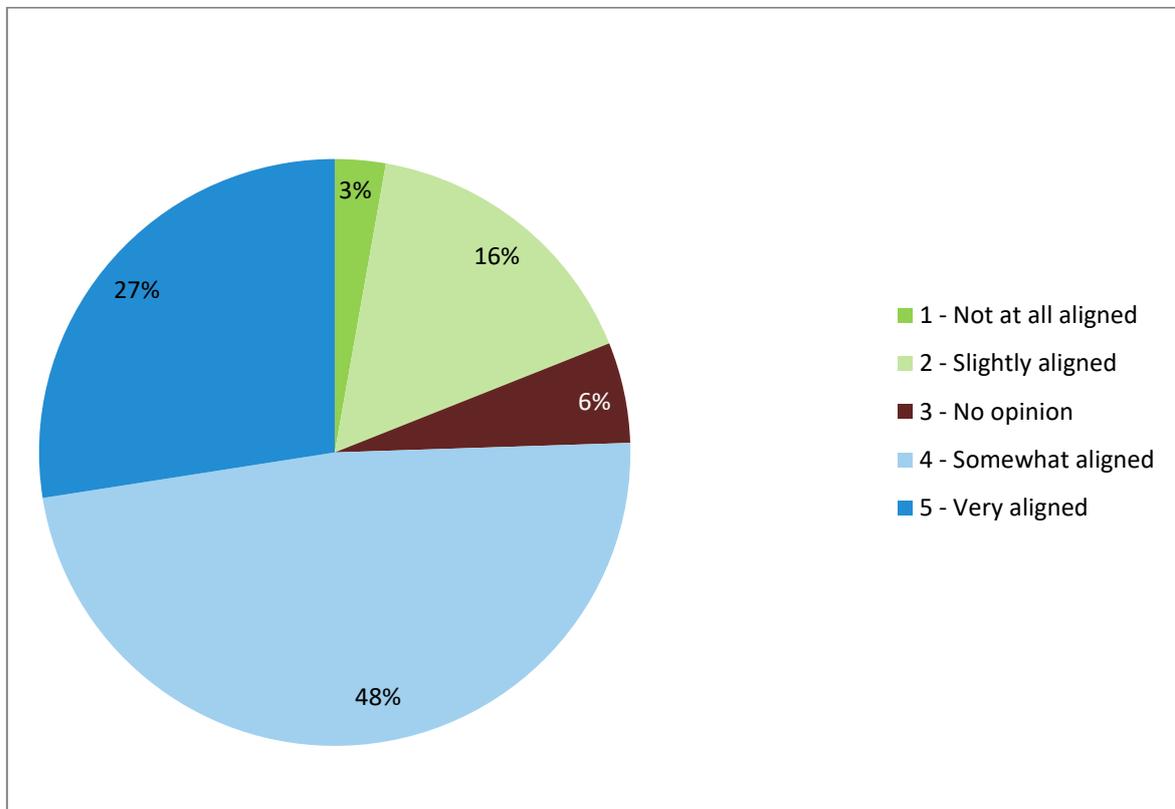


Looking at the total global responses, 62% of respondents believe that the IIRC is making excellent or good progress towards global adoption of <IR>. 22% believe the IIRC is not making enough progress. Only 3% believe that the IIRC is making poor progress. 13% express no opinion.

71% of the IIRC Family respondents also believe that the IIRC is making excellent or good progress towards global adoption of <IR>. 20% believe the IIRC is not making enough progress. Only 1% believe that the IIRC is making poor progress. 7% express no opinion.

63% of business respondents believe that the IIRC is making excellent or good progress towards global adoption of <IR>. 21% believe the IIRC is not making enough progress. Only 4% believe that the IIRC is making poor progress. 12% express no opinion.

To what extent do you believe <IR> is aligned to the opportunities and needs in your country or market?

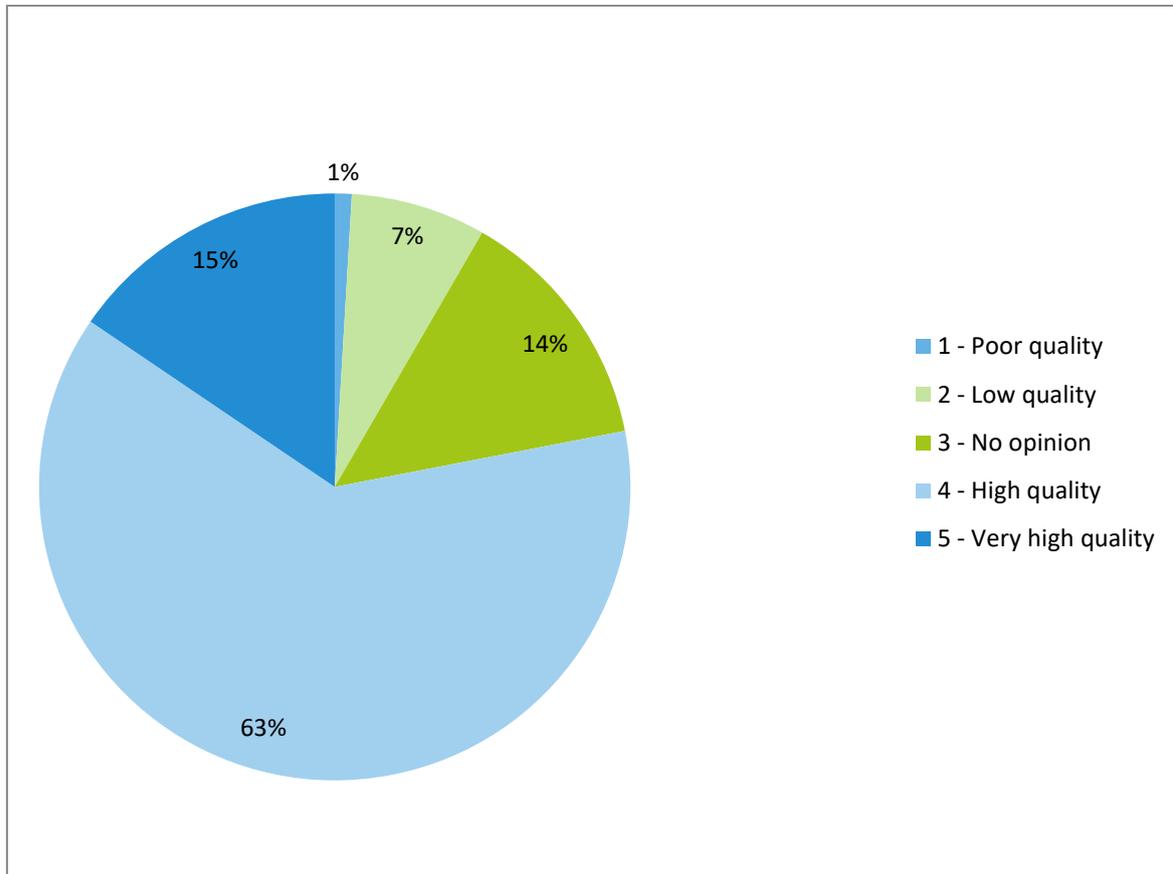


Looking at the total global responses, 75% of respondents believe that <IR> is very aligned or somewhat aligned to the needs and opportunities of the respondents' markets.

84% of the IIRC Family respondents believe that <IR> is very aligned or somewhat aligned to the needs and opportunities of the respondents' markets.

77% of respondents from business believe that <IR> is very aligned or somewhat aligned to the needs and opportunities of the respondents' markets.

The International <IR> Framework was published in December 2013 and endorsed by the IIRC Council. To what extent do you agree it offers a quality framework for reporting on value creation over time?

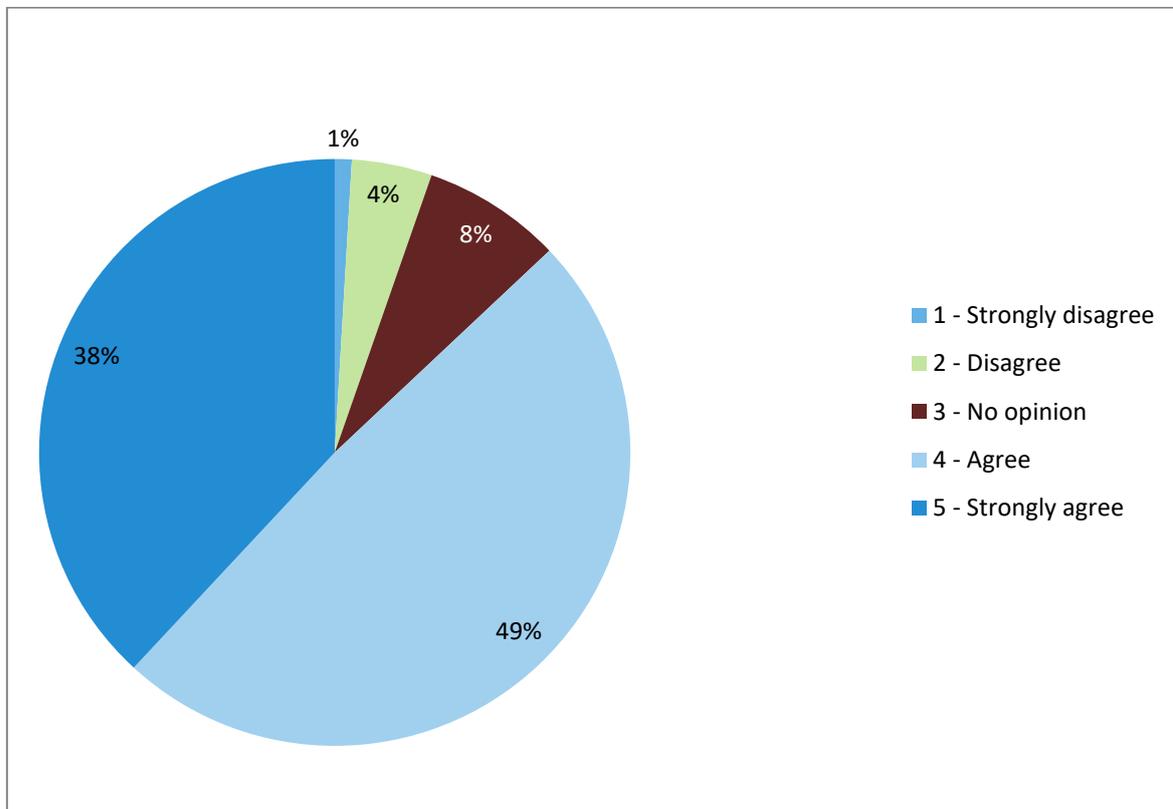


Looking at the total global responses, 78% of respondents agree that the International <IR> Framework is a very high-quality or high-quality framework for reporting value creation over time. 14% register 'no opinion' on this question.

81% of the IIRC Family respondents agree that the International <IR> Framework is a very high-quality or high-quality framework for reporting value creation over time. 10% register 'no opinion' on this question.

78% of respondents from businesses agree that the International <IR> Framework is a very high-quality or high-quality framework for reporting value creation over time. 14% register 'no opinion' on this question.

To what extent do you agree that <IR> promotes a more joined up and efficient approach to corporate reporting?



Looking at the total global responses, 87% of respondents strongly agree or agree that <IR> promotes a more joined up and efficient approach to corporate reporting.

90% of the IIRC Family respondents strongly agree or agree that <IR> promotes a more joined up and efficient approach to corporate reporting.

85% of respondents from businesses strongly agree or agree that <IR> promotes a more joined up and efficient approach to corporate reporting.

Have you seen references to <IR> over the past year? If so, where (tick all that apply)?

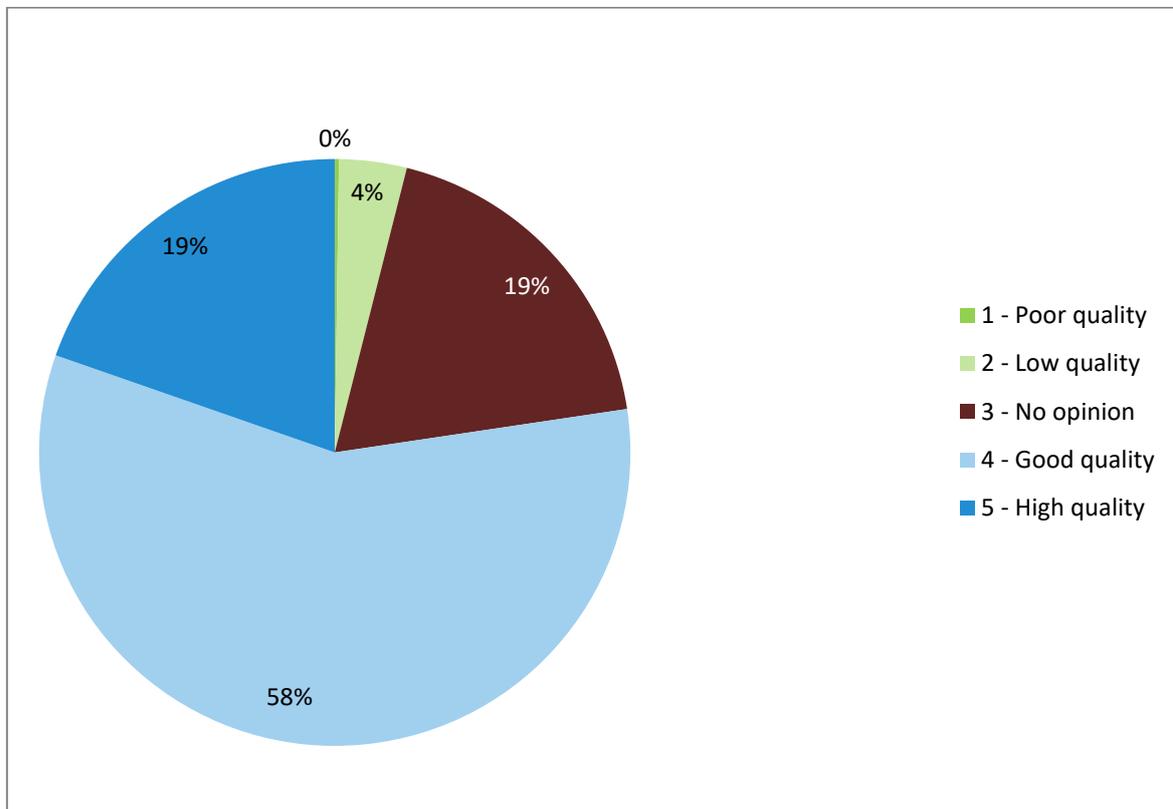
Conferences and seminars	67%
Media and news articles	62%
Website content	61%
Articles and reports produced by a professional association or academic institution	60%
Articles and reports produced by a consultancy	54%
Speeches from leaders in reporting or business	53%
Networking event	39%
Social media feeds	35%

Response breakdown for the IIRC Family and businesses

	IIRC Family	Business
Conferences and seminars	73%	62%
Media and news articles	63%	54%
Website content	56%	59%
Articles and reports produced by a professional association or academic institution	58%	51%
Articles and reports produced by a consultancy	58%	53%
Speeches from leaders in reporting or business	61%	59%
Networking event	48%	36%
Social media feeds	34%	31%

Overall, respondents were most likely to have seen or heard reference to <IR> in conferences, the media, on the website or in articles produced by professional bodies. The closeness of the IIRC Family to the IIRC is reflected in the fact that they were more likely to have heard about <IR> at conferences and in speeches from leaders in reporting.

What is your view of the quality of research and reports produced by the IIRC and partners as shown on the IIRC website?



Looking at the total global responses, 77% of respondents think that the quality of the research and reports produced by the IIRC and partners are high or good quality. 19% register 'no opinion' on this question.

83% of the IIRC Family respondents think that the quality of the research and reports produced by the IIRC and partners are high or good quality. 14% register 'no opinion' on this question.

76% of respondents from businesses think that the quality of the research and reports produced by the IIRC and partners are high or good quality. 21% register 'no opinion' on this question.

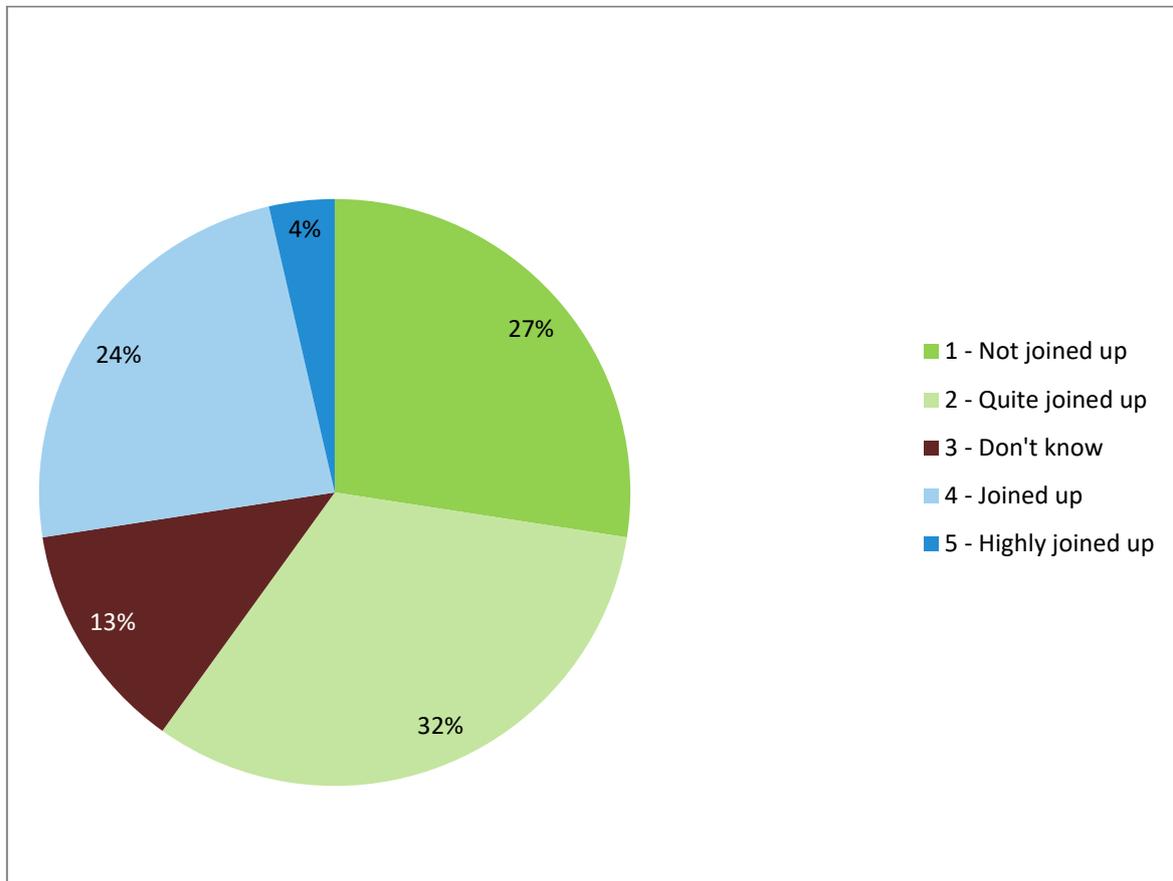
What would improve <IR> adoption in your market (please tick your top three)?

Stronger endorsement from regulators/policy makers	63%
More examples of integrated reports	55%
Stronger endorsement from leading companies in my country and/or sector	53%
More proactive support and endorsement from providers of financial capital/investors	50%
Further tools to support adoption (eg guidance to help preparers, evidence of benefits)	48%
Higher awareness of <IR> and its goals	47%

Response breakdown for the IIRC Family and businesses

	IIRC Family	Business
Stronger endorsement from regulators/policy makers	60%	62%
More examples of integrated reports	45%	54%
Stronger endorsement from leading companies in my country and/or sector	54%	53%
More proactive support and endorsement from providers of financial capital/investors	51%	50%
Further tools to support adoption (eg guidance to help preparers, evidence of benefits)	34%	48%
Higher awareness of <IR> and its goals	40%	49%

Globally, the top three areas that respondents cited to improve <IR> adoption were seeking stronger endorsement from regulators, citing more examples of integrated reports and seeking further endorsement from companies. This was true for the IIRC Family and Business respondents, although the IIRC Family did not respond so strongly in the importance to adoption of more examples of integrated reports.

SECTION 2: Your views on the Corporate Reporting System**How joined up do you think the current elements of corporate reporting are today?**

Looking at the total global responses, 59% think that the current elements of corporate reporting are only quite joined up or not joined up at all. 28% think that the current elements are joined up or highly joined up.

62% of the IIRC Family respondents think that the current elements of corporate reporting are only quite joined up or not joined up at all. Only 26% of responses think that the current elements are joined up or highly joined up.

55% of respondents from businesses think that the current elements of corporate reporting are only quite joined up or not joined up at all. Only 31% of responses think that the current elements are joined up or highly joined up.

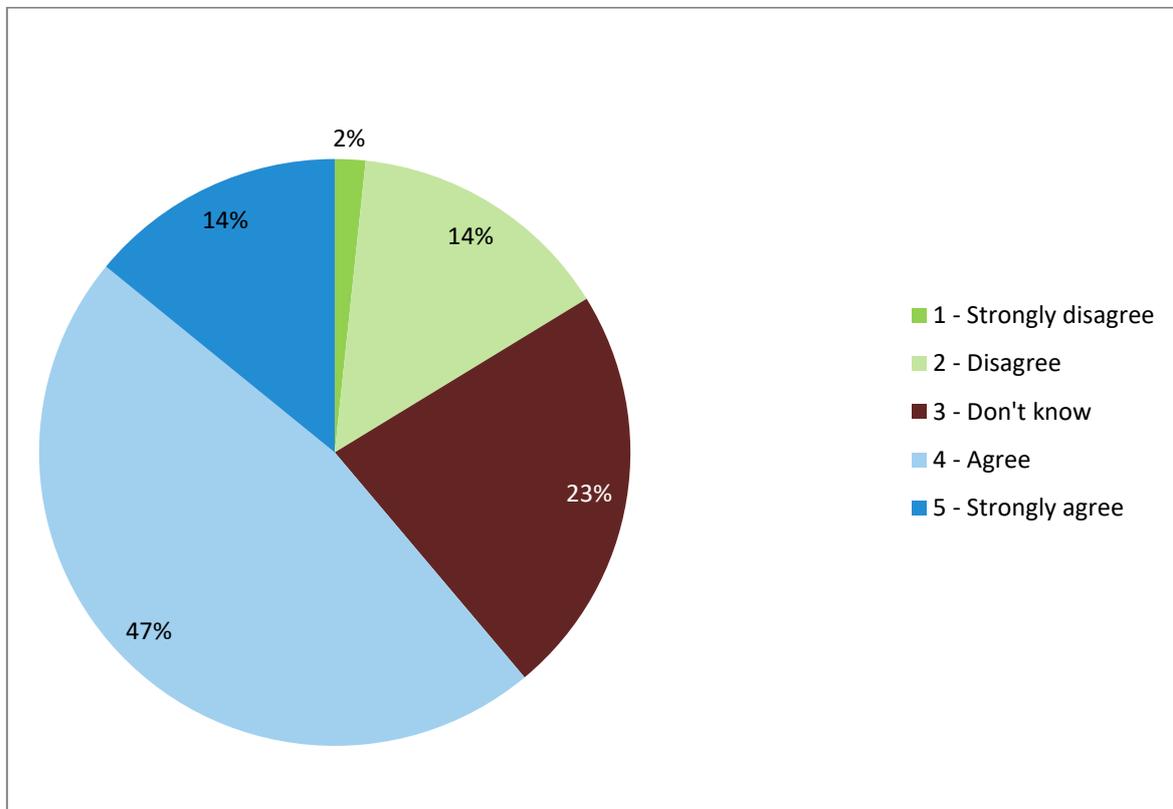
Which of the following concerns do you think apply to today's corporate reporting system (please tick all that apply)?

Poor linkage of reporting to corporate strategies and governance	62%
Insufficient focus on the medium and longer term	61%
Too many initiatives	49%
Disparate approaches across requirements	45%
Over-emphasis on financial information	45%
Too many frameworks	44%
A lack of common definitions and approaches	43%
Poor linkage of reporting to the needs of investors	42%
Increased/Unreasonable burden of reporting	36%
Too many mandatory regulatory disclosures	36%
A lack of guidance as to how to adopt frameworks	35%
A lack of clear understanding of the corporate reporting system	28%

Response breakdown for the IIRC Family and businesses

	IIRC Family	Business
Poor linkage of reporting to corporate strategies and governance	53%	60%
Insufficient focus on the medium and longer term	56%	58%
Too many initiatives	48%	47%
Disparate approaches across requirements	41%	43%
Over-emphasis on financial information	39%	44%
Too many frameworks	42%	40%
A lack of common definitions and approaches	38%	48%
Poor linkage of reporting to the needs of investors	42%	38%
Increased/Unreasonable burden of reporting	32%	33%
Too many mandatory regulatory disclosures	35%	33%
A lack of guidance as to how to adopt frameworks	26%	33%
A lack of clear understanding of the corporate reporting system	24%	23%

Globally, the biggest concerns for stakeholders were a perceived poor linkage of reporting to corporate strategies and governance and insufficient focus on the medium or longer terms. The former was a notable concern for business. The IIRC Family, in general, gave lower ratings to many of the concerns listed. Business respondents echoed more strongly the top two findings from the global sample.

Do you agree that the IIRC is being successful in achieving change in the global corporate reporting landscape?

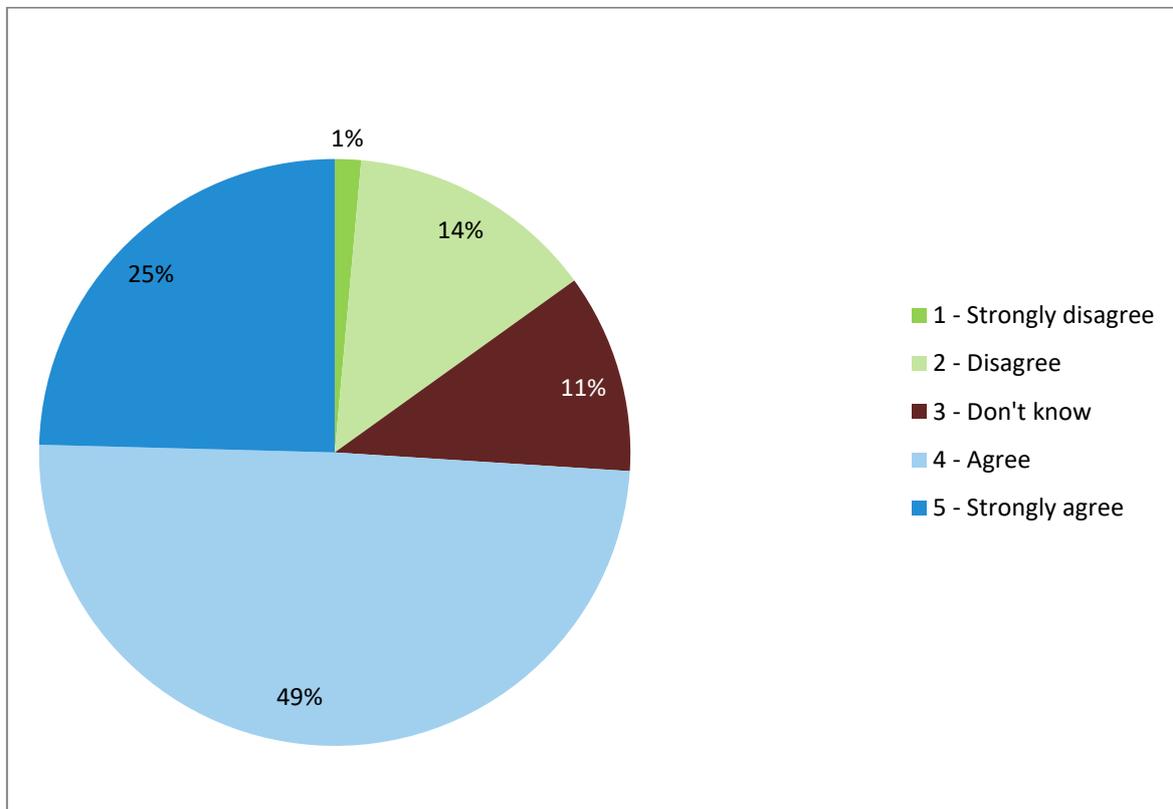
Looking at the total global responses, 61% strongly agree or agree that the IIRC is being successful in achieving change in the global corporate reporting landscape.

67% of the IIRC Family respondents strongly agree or agree that the IIRC is being successful in achieving change in the global corporate reporting landscape.

62% of respondents from businesses strongly agree or agree that the IIRC is being successful in achieving change in the global corporate reporting landscape.

23% of total global responses, 21% of the IIRC Family respondents and 20% of business responses do not have an opinion on whether successful change is being made.

To what extent do you agree that <IR> is an 'umbrella' for corporate reporting, providing the context and linkages for other forms of reporting?



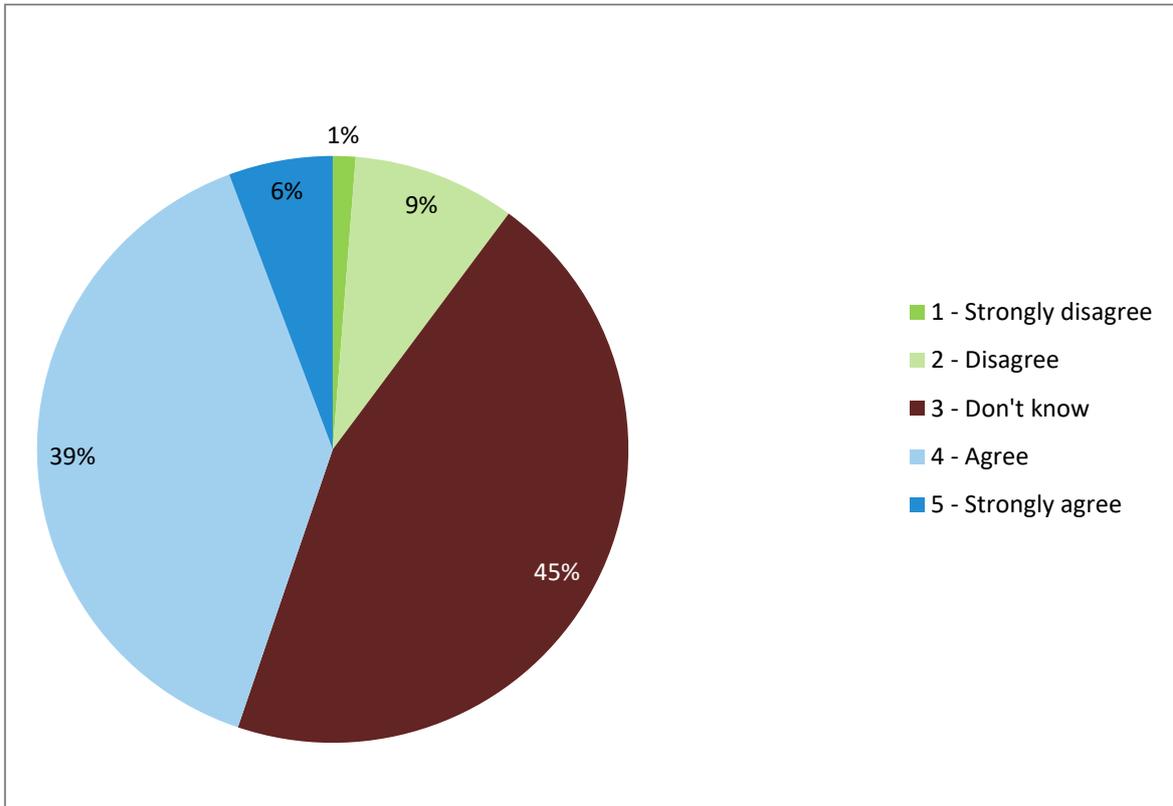
Looking at the total global responses, 74% strongly agree or agree that <IR> is an 'umbrella' for corporate reporting, providing the context and linkage for other forms of reporting. 14% disagree with this question.

82% of the IIRC Family respondents strongly agree or agree that <IR> is an 'umbrella' for corporate reporting, providing the context and linkage for other forms of reporting. 12% disagree with this question.

71% of business respondents strongly agree or agree that <IR> is an 'umbrella' for corporate reporting, providing the context and linkage for other forms of reporting. 17% disagree with this question.

SECTION 3: Your views on the work of the IIRC

Do you agree that the institutional arrangements for the IIRC are appropriate to the overall aims of the IIRC relating to <IR>?

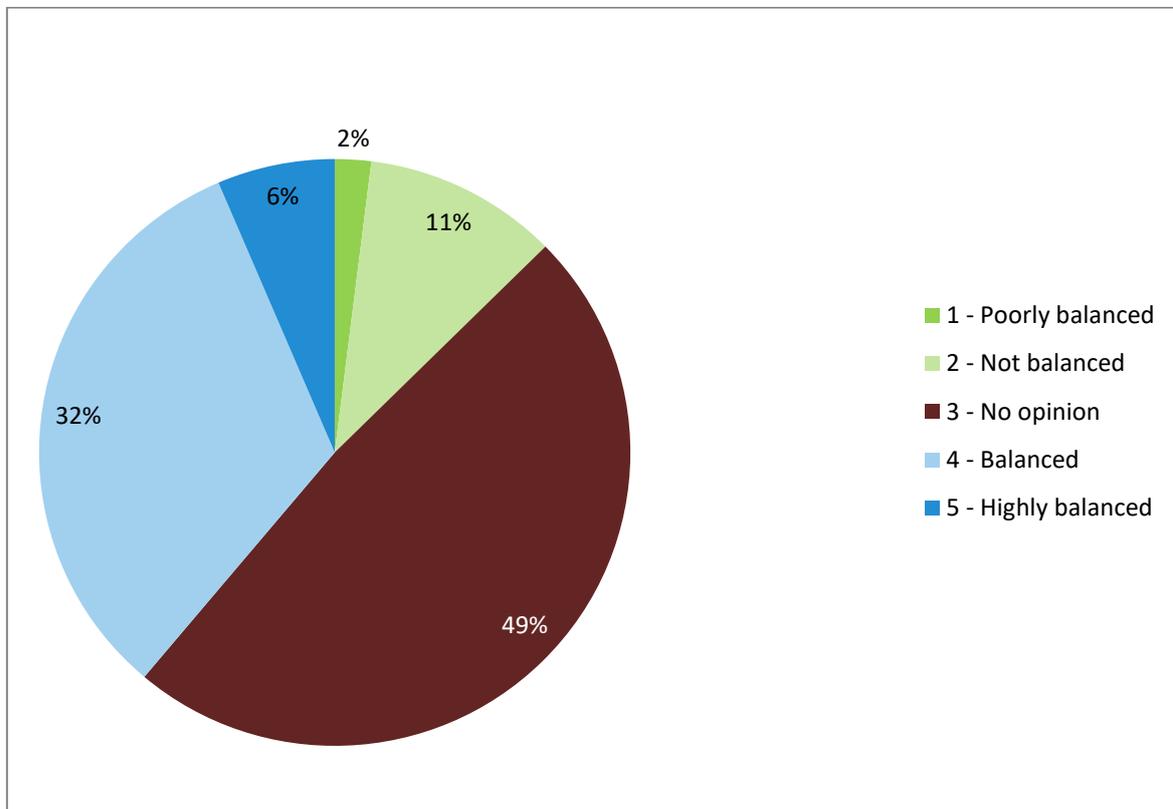


45% of the total global respondents say they do not know whether the institutional arrangements for the IIRC are appropriate to the overall aims of the IIRC relating to <IR>. 45% strongly agree or agree that the institutional arrangements for the IIRC are appropriate to the overall aims of the IIRC relating to <IR>. Only 10% disagree or strongly disagree.

54% of the IIRC Family respondents strongly agree or agree that the institutional arrangements for the IIRC are appropriate to the overall aims of the IIRC relating to <IR>. 37% say they do not know whether the institutional arrangements for the IIRC are appropriate to the overall aims of the IIRC relating to <IR>. Only 9% disagree or strongly disagree.

53% of respondents from businesses say they do not know whether the institutional arrangements for the IIRC are appropriate to the overall aims of the IIRC relating to <IR>. 40% of the responses strongly agree or agree that the institutional arrangements for the IIRC are appropriate to the overall aims of the IIRC relating to <IR>. 7% disagree or strongly disagree.

In your view, does the composition of the IIRC Board and Council include a balance of stakeholders with an interest in corporate reporting?

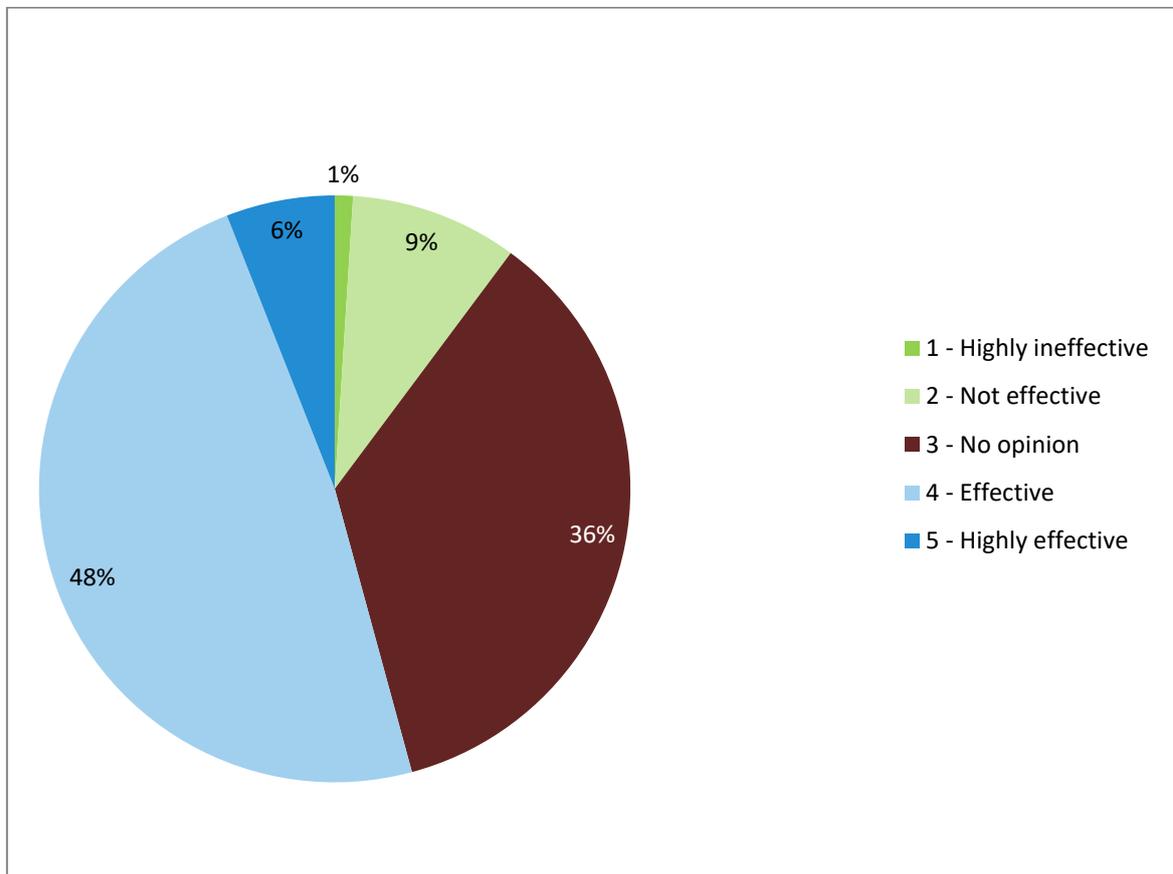


49% of the total respondents have no opinion as to whether the composition of the IIRC Board and Council is balanced across all stakeholders. 13% think that the composition of the IIRC Board and Council is not balanced or is poorly balanced. However, 38% strongly agree or agree that the composition of the IIRC Board and Council includes a balance of stakeholders with an interest in corporate reporting.

53% of the IIRC Family respondents believe that the IIRC Board and Council is highly balanced or balanced in terms of stakeholders with an interest in corporate reporting. 37% have no opinion as to whether the composition of the IIRC Board and Council includes a balance of stakeholders.

56% of the respondents from businesses have no opinion as to whether the composition of the IIRC Board and Council is balanced across all stakeholders. 9% think that the composition of the IIRC Board and Council is not balanced or is poorly balanced. However, 35% strongly agree or agree that the composition of the IIRC Board and Council includes a balance of stakeholders.

To what extent is the IIRC effective at building good relationships with its partners and advocates?

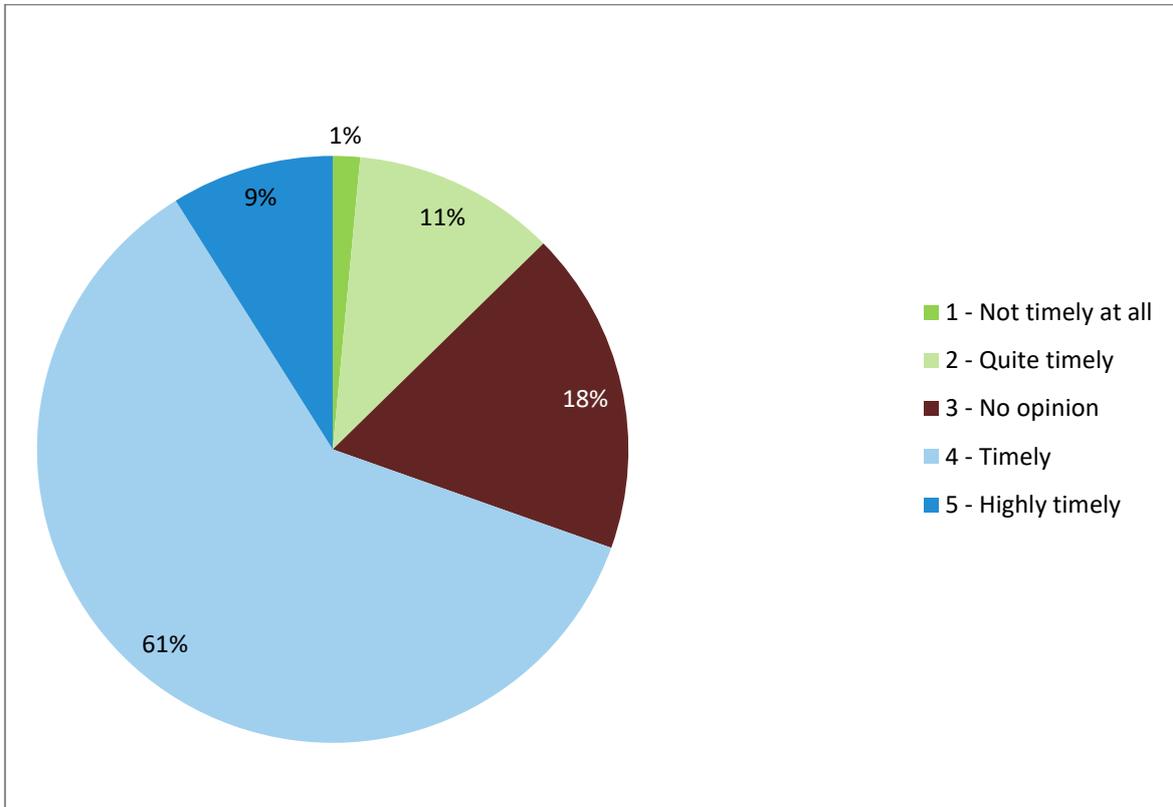


54% of the total respondents think the IIRC is highly effective or effective at building good relationships with its partners and advocates. 36% have no opinion on this and 9% think it is not effective.

68% of the IIRC Family respondents think the IIRC is highly effective or effective at building good relationships with its partners and advocates. 24% of responses have no opinion and 7% think it is not effective.

46% of respondents from business think the IIRC is highly effective or effective at building good relationships with its partners and advocates. 42% of businesses have no opinion on how effective the IIRC is at building good relationships with its partners and advocates and 10% think it is not effective.

How timely are communications from the IIRC?

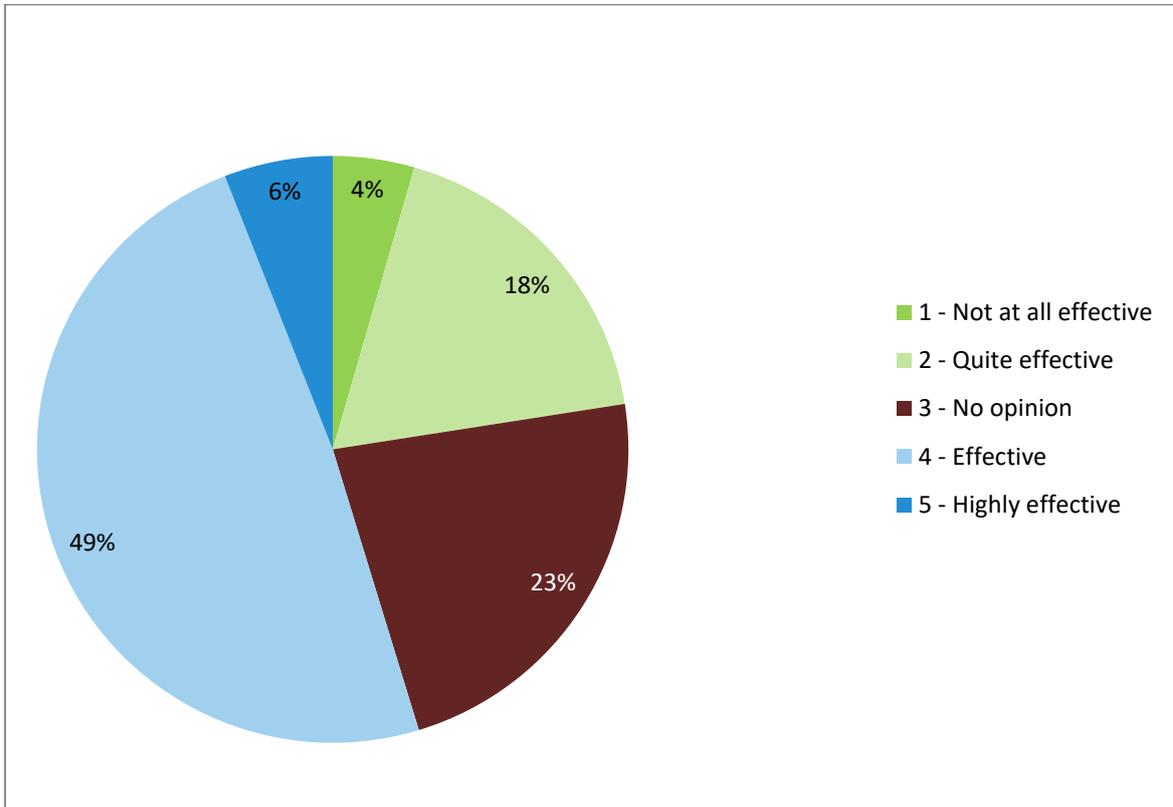


70% of the total respondents think the IIRC’s communications are highly timely or timely. 18% of respondents have no opinion and 11% think it is only quite timely.

79% of IIRC Family respondents think the IIRC’s communications are highly timely or timely. 10% of respondents have no opinion and 11% think it is only quite timely.

68% of business respondents think the IIRC’s communications are highly timely or timely. 17% of respondents have no opinion and 13% think it is only quite timely.

How effective are the communications from the IIRC?



55% of the total respondents think that communications from the IIRC are highly effective or effective. 23% of responses have no opinion and 18% think the IIRC is only quite effective.

64% of IIRC Family respondents think that communications from the IIRC are highly effective or effective. 15% of responses have no opinion and 19% think the IIRC is only quite effective.

55% of respondents from businesses think that communications from the IIRC are highly effective or effective. 22% of responses have no opinion and 18% think the IIRC is only quite effective.

Regional findings

This section reports on the findings by key regions. As noted above, the regional split is as follows, based on 535 responses.

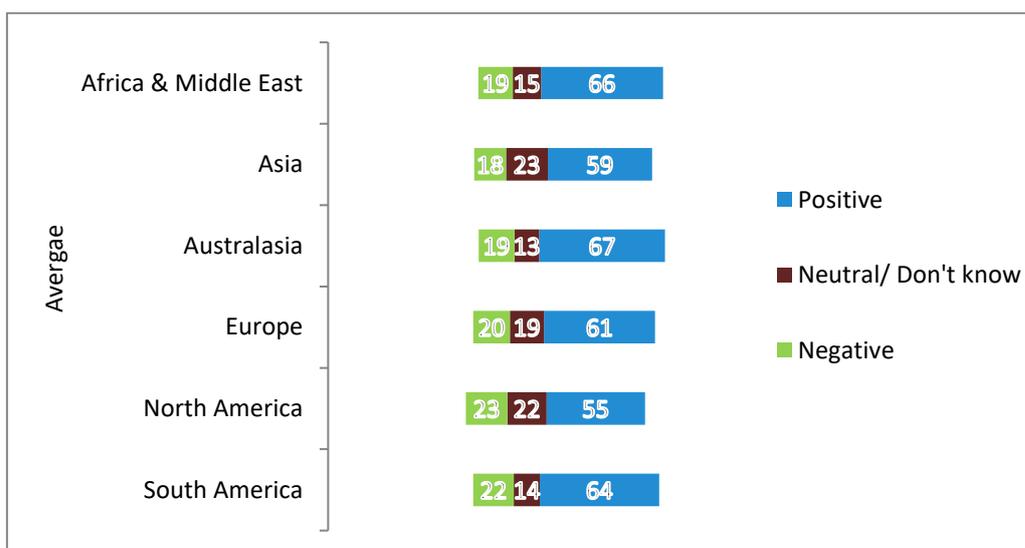
Europe	46%
Asia	14%
Africa and Middle East	12%
North America	11%
Australasia	10%
South America	7%

The number of respondents from South America is lower than other regions – findings for the region should be treated with caution owing to the low sample.

For the regional analysis, for the sake of simplicity of presentation the following has been applied to this report: Scores for positive responses have been combined (typically those answering 4 or 5), as have scores for negative responses (typically those answering 1 or 2). Neutral or don't know scores (3) are also shown.

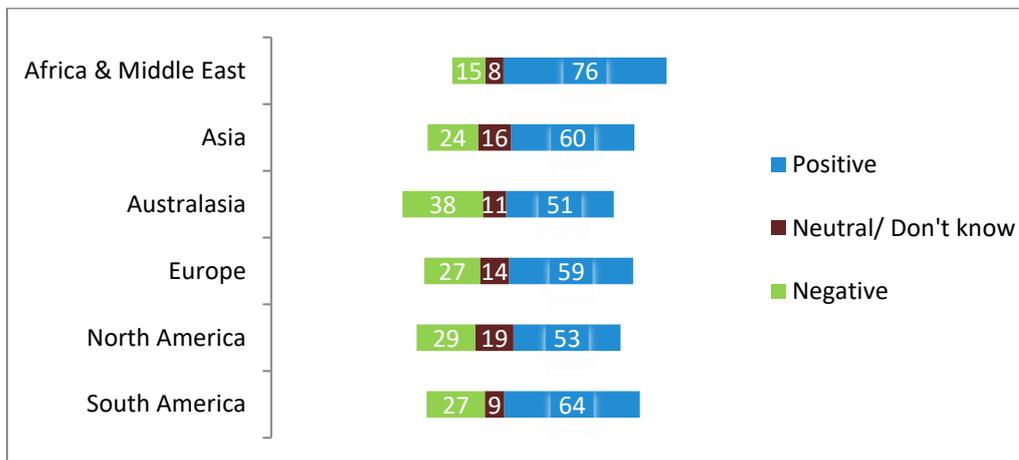
Average scores

The table below shows the average scores across all questions. While the range is not exceptionally wide, it can be seen that the results for Australasia and Africa & Middle East tend to be more positive with a lower instance of neutral respondents. Asia and North America tend to be slightly less positive overall with a higher instance of neutral respondents – although respondents in these regions are not noticeable any more negative than other regions. Europe tends towards the middle of these too, but again not by a big margin.



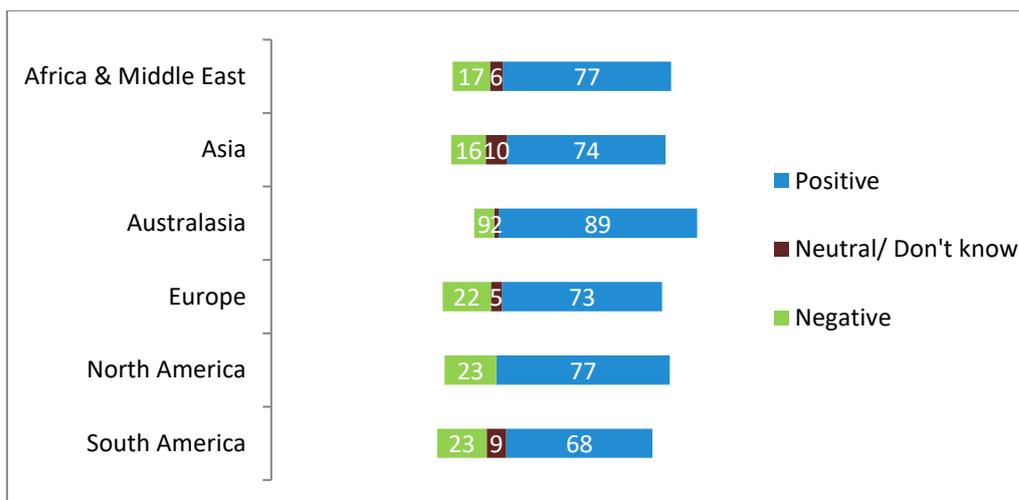
SECTION 1: Your views on Integrated Reporting <IR>

What degree of progress do you believe the IIRC is making towards global adoption of <IR>?



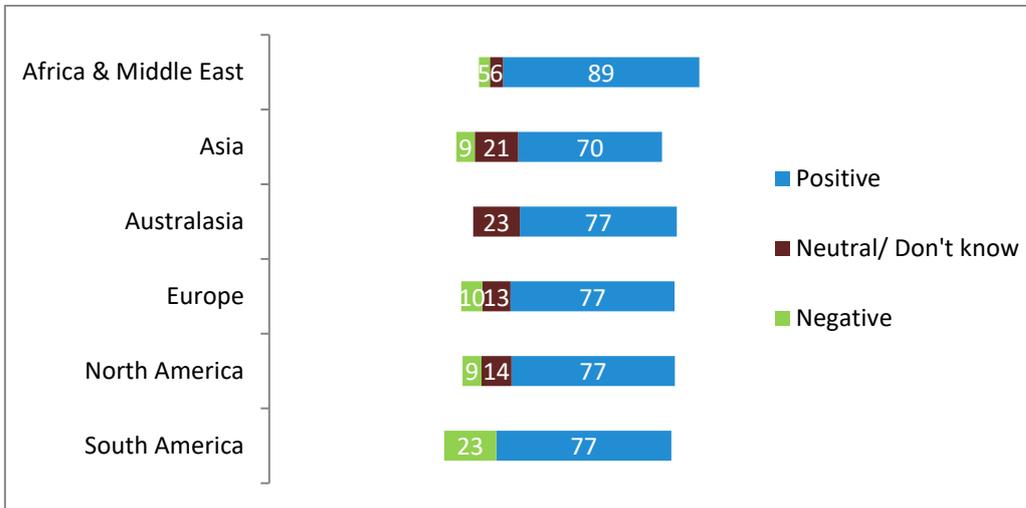
The most positive responses were from Africa & Middle East (potentially with the South African experience as a model influencer). Australasia was least positive (potentially affected by the concerns in Australia on directors’ liability) and then North America. Asia and North America recorded the highest levels of ‘Don’t know’.

To what extent do you believe <IR> is aligned to the opportunities and needs in your country or market?



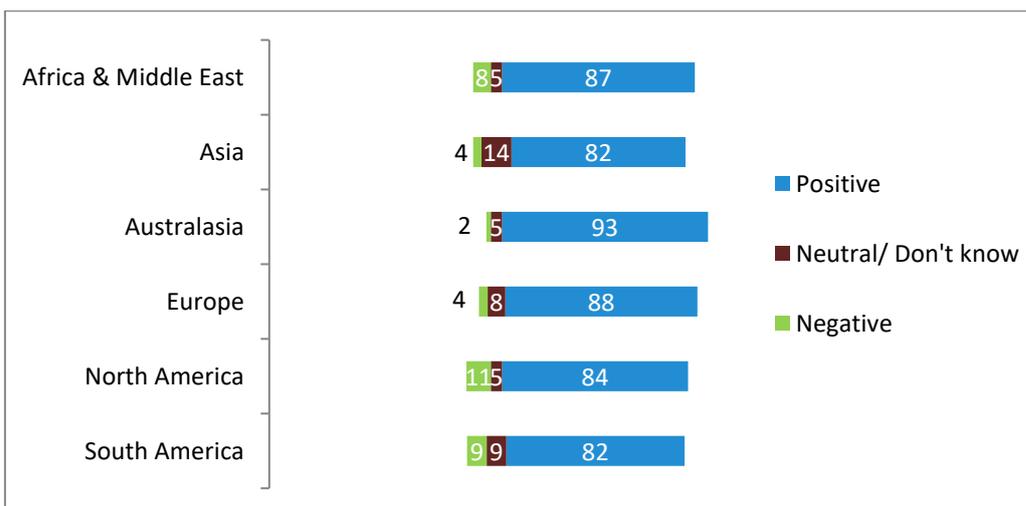
Alignment was seen to be strongest in Australasia followed by Africa & Middle East and North America. The strongest negative responses came from Europe and the Americas.

The International <IR> Framework was published in December 2013 and endorsed by the IIRC Council. To what extent do you believe it offers a quality framework for reporting on value creation over time?



The highest positive response is in Africa & Middle East, followed by all the other regions together except Asia. The most negative response was in South America (caution: low sample). The largest proportion of 'Don't know' was found in Asia and Australasia.

To what extent do you agree that <IR> promotes a more joined up and efficient approach to corporate reporting?



All regions had high positive ratings on this question, especially in Australasia, Europe and North America. There were very few negative perceptions (the most were in North America). The highest proportion of 'Don't know' was found in Asia.

Have you seen references to <IR> over the past year? If so, where (tick all that apply)?

Top five selections by region

Africa & Middle East	Asia	Australasia	Europe	North America	South America
Media and news articles (65%)	Website content (67%)	Articles and reports (75%)	Conferences and seminars (69%)	Conferences and seminars (77%)	Conferences and seminars (59%)
Conferences and seminars (61%)	Conferences and seminars (56%)	Conferences and seminars (70%)	Media and news articles (63%)	Media and news articles (75%)	Media and news articles (50%)
Website content (60%)	Articles and reports (49%)	Speeches from leaders (68%)	Articles and reports (63%)	Articles (consultancy) (66%)	Website content (50%)
Articles and reports (56%)	Media and news articles (47%)	Website content (66%)	Articles (consultancy) (60%)	Articles and reports (66%)	Articles (consultancy) (45%)
Speeches from leaders (52%)	Speeches from leaders (42%)	Media and news articles (61%)	Website content (60%)	Website content (64%)	Networking event (45%)

'Articles and reports' was asked as 'Articles and reports produced by a professional association or academic institution'; 'Articles (consultancy)' was asked as 'Articles and reports produced by a consultancy'; 'Speeches from leaders' was asked as 'Speeches from leaders in reporting or business'.

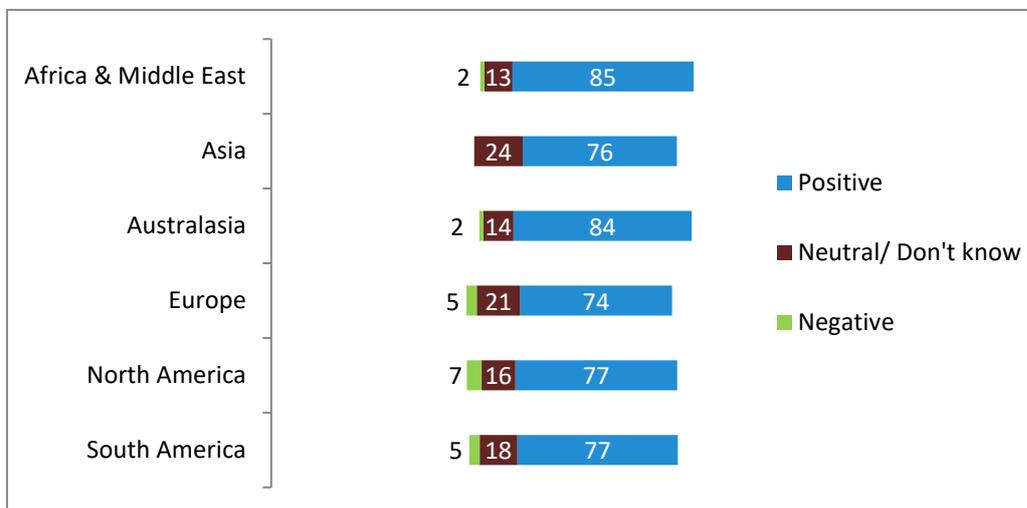
There is very little difference across regions – conferences & webinars and media & news articles feature strongly across all regions in the top two. It should be noted that the strength of responses is higher in some regions – for example, in Australasia and North America. Overall there is a balance of ways in which respondents have engaged with and seen references to <IR>. This includes physical meetings and online content.

It is pleasing to note that the efforts of our partners are leading to strong results, as evidenced by the high proportion of respondents who read about <IR> through third party articles produced by professional associations, academic institutions and consultancies.

The highest scores occur in Australasia and North America. This is likely to reflect a smaller but engaged audiences that the IIRC is reaching in those regions. Asia is the only region where website content featured in the top two and this suggests that there have been fewer opportunities in parts of the region to engage through events, and where media coverage on <IR> is generally lower.

Networking events only featured in the top five in one region (South America) and social media did not feature in any region's top five.

What is your view of the quality of research and reports produced by the IIRC and its partners as shown on the IIRC website?



Africa & Middle East and Australasia had the highest positive findings, with Europe and Asia at the lower end. Very few respondents were negative about the quality of research and reports on <IR>. There was a reasonable proportion of ‘Don’t know’ across the regions, notably in Asia and Europe – which may be caused by respondents not having read sufficient research and reports on <IR> to be able to form an opinion.

What would improve <IR> adoption in your market (please tick all that apply)?

Top three selections by region

Africa & Middle East	Asia	Australasia	Europe	North America	South America
Stronger endorsement from regulators/ policy makers (65%)	Stronger endorsement from regulators/ policy makers (65%)	Stronger endorsement from regulators/ policy makers (82%)	Stronger endorsement from regulators/ policy makers (61%)	Stronger endorsement from regulators/ policy makers (66%)	More examples of integrated reports (64%)
Higher awareness of <IR> and its goals (63%)	Stronger endorsement from leading companies (58%)	Stronger endorsement from leading companies (66%)	More examples of integrated reports (54%)	Stronger endorsement from leading companies (52%)	Further tools to support adoption (55%)
More support from providers of financial capital (58%)	Higher awareness of <IR> and its goals; More examples of integrated reports; Further tools	More examples of integrated reports (61%)	Stronger endorsement from leading companies (51%)	More support from providers of financial capital (52%)	Stronger endorsement from leading companies (50%)

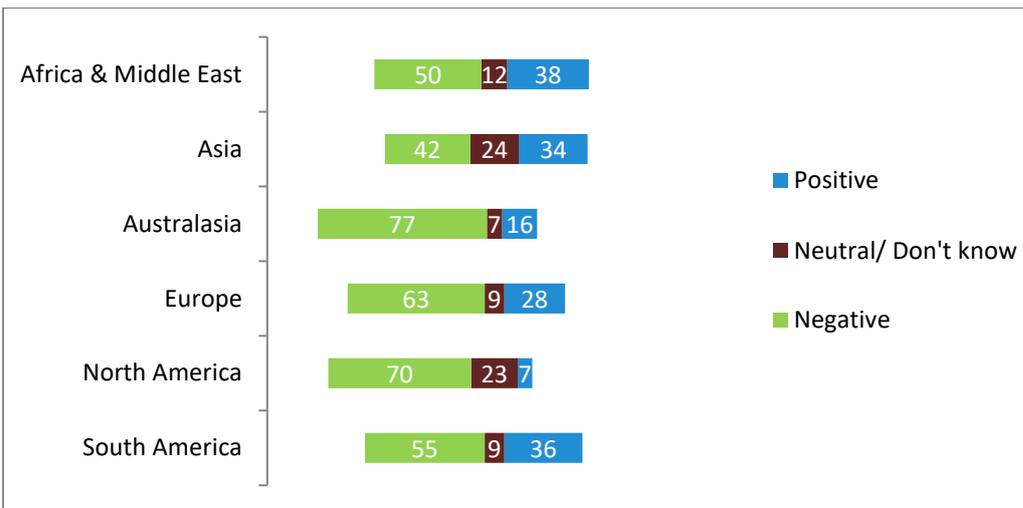
	to support adoption (all three equal at 51%)				
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'More support from providers of financial capital' was asked as 'More proactive support and endorsement from providers of financial capital/investors'; 'Stronger endorsement from leading companies' was asked as 'Stronger endorsement from leading companies in my country and/or sector'.

In all but one region, stronger endorsement from regulators/policy makers was the number one response. The finding in Australasia is especially notable on this factor. There are also strong calls for more support from providers of financial capital and leading companies. Specific regions call for further implementation support (tools, examples and guidance), presumably within their own regions. This was seen particularly in Asia and South America.

SECTION 2: Your views on the Corporate Reporting System

How joined up do you think the current elements of corporate reporting are today?



The strength of negative findings overall reinforces the view from respondents that the corporate reporting system is not perceived as being joined up. This perception is strongest in Australasia and North America, followed by Europe. Africa & Middle East, South America (caution: low sample) and Asia take a more positive view – although 38% was the highest finding in any region with positive views.

Which of the following concerns do you think apply to today's corporate reporting system (please tick all that apply)?

Top five selections by region.

Africa & Middle East	Asia	Australasia	Europe	North America	South America
Poor linkage of reporting to corporate strategies and governance (72%)	Insufficient focus on the medium and longer term (58%)	Insufficient focus on the medium and longer term (80%)	Poor linkage of reporting to corporate strategies and governance (72%)	Poor linkage of reporting to corporate strategies and governance (70%)	Insufficient focus on the medium and longer term (45%)
Insufficient focus on the medium and longer term (67%)	Too many initiatives (51%)	Poor linkage of reporting to corporate strategies and governance (73%)	Insufficient focus on the medium and longer term (58%)	Disparate approaches across requirements (60%)	A lack of guidance as to how to adopt frameworks (45%)
Over-emphasis on financial information (52%)	A lack of guidance as to how to adopt frameworks (45%)	Disparate approaches across requirements (64%)	Too many initiatives (51%)	Insufficient focus on the medium and longer term (60%)	Poor linkage of reporting to corporate strategies and governance (45%)
Poor linkage of reporting to the needs of investors (47%)	Poor linkage of reporting to corporate strategies and governance (45%)	Over-emphasis on financial information (52%)	Over-emphasis on financial information (46%)	A lack of common definitions and approaches (58%)	Too many initiatives (41%)
Too many initiatives; Increased/ Unreasonable burden of reporting (both 45%)	A lack of common definitions and approaches; Too many frameworks; Poor linkage of reporting to the needs of investors (all 42%)	Too many initiatives; Poor linkage of reporting to the needs of investors (both 48%)	Disparate approaches across requirements (45%)	Too many frameworks (53%)	A lack of clear understanding of the corporate reporting system (36%)

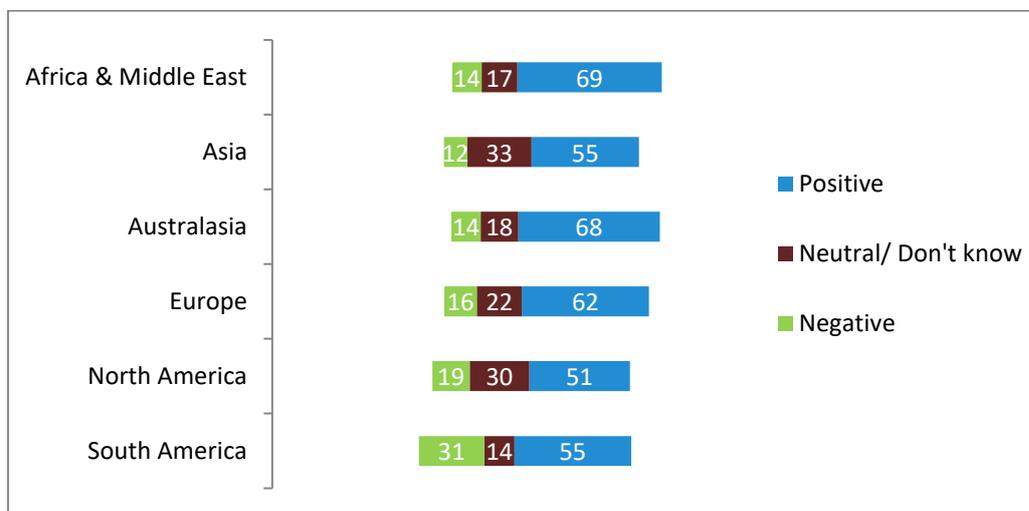
A clear message across regions is that corporate reporting will benefit from a closer linkage to corporate strategies and governance; and a longer-term focus in horizons. This is at its strongest in: Africa & Middle East, Australasia, Europe and North America.

However, beyond the top three in each region, it can be harder to determine which issues are also of significant importance (for example, the scoring is very close on some factors, or there are a number of factors which obtained the same ranking). However, it is clear that in Asia and South America, calls for guidance and simplification are more likely than in some other regions.

A number of regions also suggest there is too much emphasis on financial information alone (Africa & Middle East, Australasia and Europe).

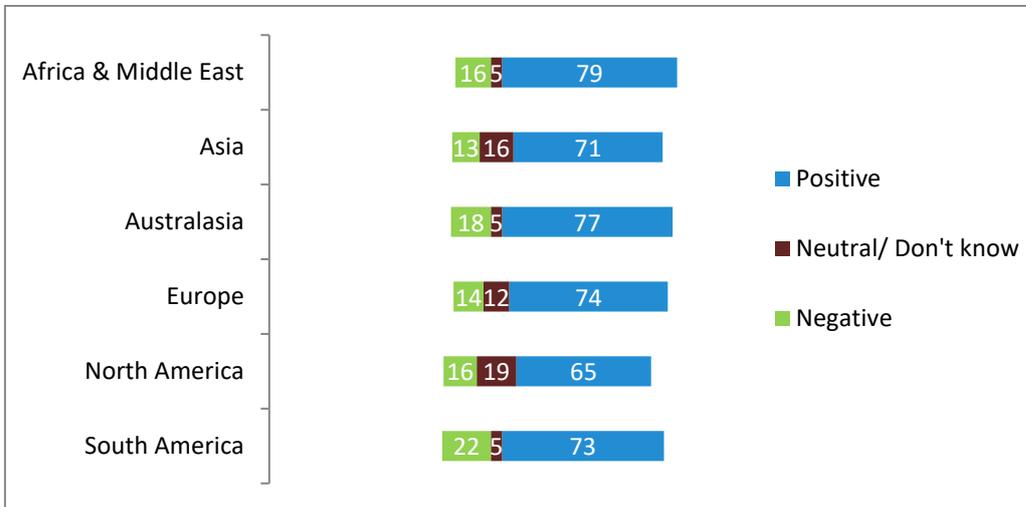
In the main, burden of disclosure and mandatory requirements are not cited in the top five by respondents. A lack of clear understanding of the corporate reporting system is also not cited often – but it is clear that lack of linkages and the profusion of initiatives and frameworks within the system are a cause of concern.

Do you agree that the IIRC is being successful in achieving change to the global corporate reporting landscape?



Africa & Middle East and Australasia are most positive on the impact of the IIRC in changing the global corporate reporting landscape. Asia and the Americas are less positive. There is a higher incidence of 'Don't know' in some regions, notably Asia and North America.

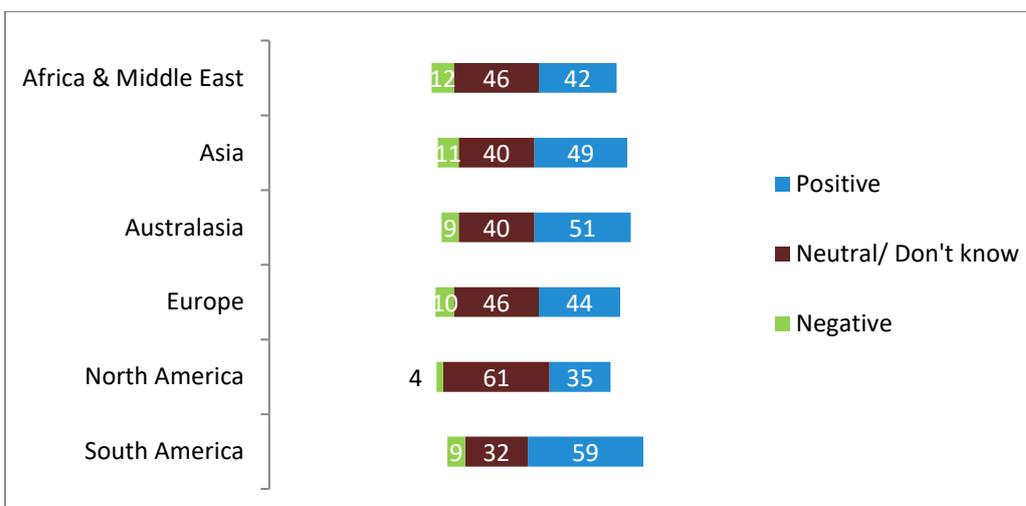
To what extent do you agree that <IR> is an ‘umbrella’ for corporate reporting, providing the context and linkage for other forms of reporting?



The most positive responses are found in Africa & Middle East, followed by Australasia and Europe. The least positive response was in North America. The most negative response was in South America (caution: low sample), followed by Australasia. North America and Asia have the highest proportion of ‘Don’t know’ responses.

SECTION 3: Your views on the work of the IIRC

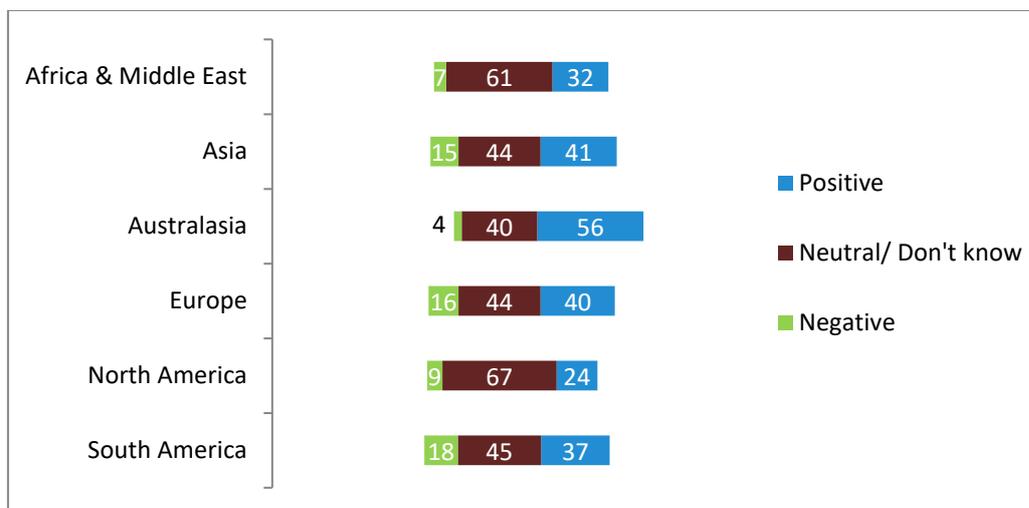
Do you agree that the institutional arrangements for the IIRC are appropriate to the overall aims of the IIRC relating to <IR>?



The most positive response comes from South America (caution: low sample), followed by Australasia. However, for this question there is a very high proportion of ‘Don’t know’ responses,

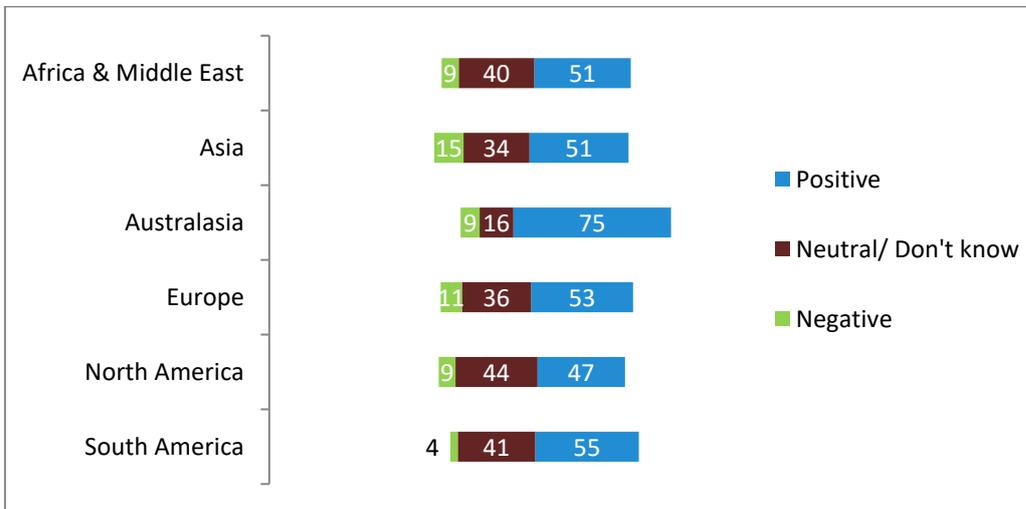
especially in North America, followed by Africa & Middle East and Europe. In all three of these regions, the ‘Don’t know’ response was the highest proportion of all respondents in the respective regions. Overall there were few negative responses to this question, the largest proportion being in Africa & Middle East and Asia.

In your view, does the composition of the IIRC Board and Council include a balance of stakeholders with an interest in corporate reporting?



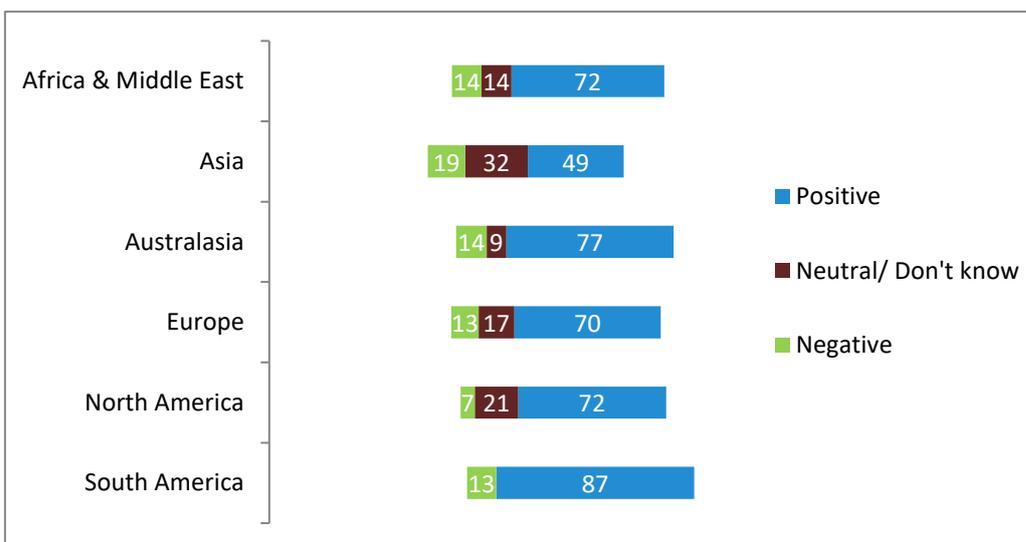
The highest positive responses came from Australasia, followed by Asia and Europe. The lowest positive responses came from Africa & Middle East and North America. As in the previous question, there was a high incidence of ‘Don’t know’ responses. These are highest in North America and Africa & Middle East, and lowest in Australasia. The ‘Don’t know’ responses were the highest proportion overall in the following regions: Africa & Middle East, Asia, Europe and the Americas (ie all regions except Australasia). There are slightly higher negative findings in South America (caution: low sample) and Europe.

To what extent is the IIRC effective at building good relationships with partners and advocates?



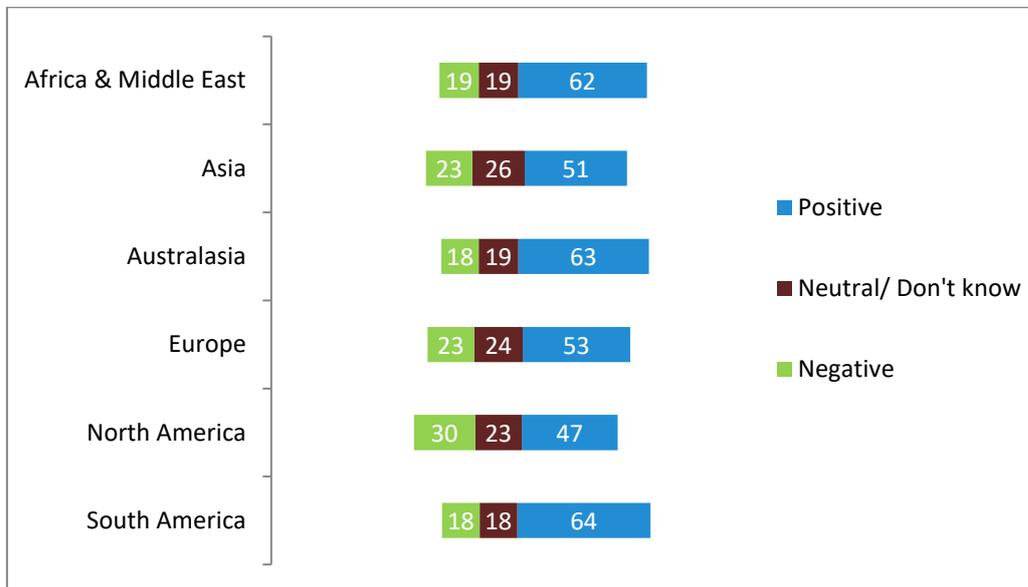
The findings are most positive in Australasia by some margin, followed by most of the other regions with similar levels (51-55%). The response was less favourable in North America. Overall there were few negative respondents with the highest proportion coming from Asia. There was a relatively high incidence of ‘Don’t know’ respondents (notably in the Americas and Africa & Middle East). This could reflect the fact that not all respondents are partners of the IIRC.

How timely are communications from the IIRC?



Responses were high from a number of regions – notably South America (caution: low sample) and Australasia. Asia recorded a much less favourable positive response. It was also the region with the highest proportion of ‘Don’t know’ and negative responses – which suggests a need to consider further the approach to communications in the Asia region.

How effective are the communications from the IIRC?



The highest positive responses came from South America (caution: low sample), Australasia and Africa & Middle East. North America and Asia were less positive in their responses, and both regions also registered higher negative responses (along with Europe). There was also a higher proportion of 'Don't know' responses from Asia, Europe and North America.