Indian Institute of Corporate Affairs (IICA)

Corporate Training Needs Assessment

ESG | Sustainability | Sustainable Finance | CSR | Climate | Responsible Business

Purpose

The Indian Institute of Corporate Affairs (IICA) undertakes customised executive education and capacity-building programmes for companies, boards, senior management and functional teams on emerging areas of **ESG, sustainability, climate action, responsible business, CSR and sustainable finance**.

This Training Needs Assessment (TNA) is designed to understand your organisation's current priorities, capability requirements and emerging challenges so that IICA can develop a **need-based, sector-relevant and role-specific training programme** for your organisation.

The assessment should ideally be completed by the organisation's ESG/Sustainability, CSR, HR/L&D, Risk, Finance, Compliance, Strategy or Corporate Affairs team.

SECTION A — ORGANISATIONAL PROFILE

1. Organisation Details

Organisation Name:

Industry / Sector:
☐ Banking & Financial Services
☐ Manufacturing
☐ Energy / Power / Utilities
☐ Oil & Gas / Petrochemicals
☐ Mining & Metals
☐ Infrastructure / Construction
☐ IT / ITES
☐ Pharmaceuticals / Healthcare
☐ Automotive
☐ Textiles / Apparel
☐ FMCG / Consumer Goods
☐ Retail / E-commerce
☐ Chemicals
☐ Logistics / Transportation
☐ Real Estate
☐ Other: ______________________________

Nature of Organisation:
☐ Listed Company
☐ Unlisted Company
☐ PSU / Government Company
☐ MNC / Indian Subsidiary

☐ Financial Institution
☐ Other: ______________________________

Approximate Employee Strength:
☐ <500
☐ 500–2,000
☐ 2,000–10,000
☐ >10,000

Geographical Presence:
☐ India
☐ Asia
☐ Global
☐ Other: ______________________________

SECTION B — PARTICIPANT PROFILE

2. Who would participate in the training?

Please indicate the functions/levels for which training is required.

☐ Board Members / Directors
☐ CXOs / Senior Management
☐ ESG / Sustainability Team
☐ CSR Team
☐ Finance / Accounts
☐ Risk Management
☐ Strategy / Business Planning
☐ Legal / Compliance
☐ Company Secretary / Corporate Affairs
☐ Investor Relations
☐ Procurement / Supply Chain
☐ Operations
☐ HR / Human Resources
☐ Internal Audit
☐ EHS / Environment
☐ Treasury / Finance
☐ Business / Plant Heads
☐ Others: ______________________________

3. Approximate number of participants

☐ <20
☐ 20–40
☐ 40–60
☐ 60–100
☐ >100

4. Preferred participant level

☐ Foundational / Awareness
☐ Middle Management
☐ Senior Management
☐ CXO / Leadership
☐ Board-level
☐ Mixed audience

SECTION C — ORGANISATIONAL PRIORITIES

5. What are the key sustainability/ESG priorities for your organisation over the next 1–3 years?

Please select up to **five**.

☐ ESG strategy and governance
☐ Climate transition / Net Zero
☐ Decarbonisation
☐ Carbon markets / carbon credits
☐ Climate risk
☐ Sustainable finance
☐ BRSR / BRSR Core
☐ ESG disclosures and assurance
☐ ESG data and measurement
☐ Scope 1, 2 and 3 emissions
☐ Supply chain sustainability
☐ Responsible sourcing
☐ Human rights / Human Rights Due Diligence
☐ Biodiversity / Nature
☐ Water stewardship
☐ Circular economy / resource efficiency
☐ Energy transition
☐ CSR strategy and impact
☐ Social impact measurement
☐ Responsible business conduct
☐ Business & Human Rights
☐ ESG-linked investor expectations
☐ ESG ratings / assessments
☐ Sustainable products / services
☐ Other: ______________________________

6. What are the key drivers for seeking training?

☐ Regulatory / compliance requirements
☐ New or emerging regulations
☐ Board / leadership expectations
☐ Investor expectations
☐ Customer requirements
☐ Global value-chain requirements
☐ Export / market-access requirements

☐ Risk management
☐ Business strategy / competitiveness
☐ Internal capability development
☐ ESG disclosure requirements
☐ Sustainability transformation
☐ Preparation for future requirements
☐ Other: ____________________________

SECTION D — TRAINING DOMAIN PRIORITISATION

Please rate the organisation's requirement for each area:

1 = Not Required | 2 = Low | 3 = Moderate | 4 = High | 5 = Critical Priority

Training Domain	Priority (1–5)
ESG Fundamentals & Evolving Global Landscape	___
ESG Strategy & Enterprise Integration	___
ESG Governance & Board Oversight	___
ESG Risk Management	___
ESG Data, Metrics & Measurement	___
BRSR & BRSR Core	___
ESG Disclosures & Assurance	___
ESG Ratings & Investor Expectations	___
Climate Change & Climate Strategy	___
Net Zero & Decarbonisation	___
Carbon Markets & Carbon Credits	___
Scope 1, 2 & 3 / GHG Accounting	___
Climate Risk & Scenario Analysis	___
Sustainable Finance	___
Green / Sustainability-linked Finance	___
ESG Integration in Lending / Credit Appraisal	___
Financed Emissions	___
Responsible Lending	___

CSR Strategy & Governance	___
CSR Impact Assessment & Measurement	___
CSR–SDG Alignment	___
Social Impact & Outcome Measurement	___
Responsible Supply Chains	___
Sustainable Procurement	___
Scope 3 & Value-Chain Management	___
Human Rights & Human Rights Due Diligence	___
Business & Human Rights	___
Biodiversity & Nature-related Risks	___
Water & Resource Stewardship	___
Circular Economy	___
Responsible Business Conduct	___
ESG Technology / Digital Tools & Data	___
Emerging Global Sustainability Regulations	___
Other: __________________	___

SECTION E — DETAILED TRAINING REQUIREMENTS

7. ESG & Sustainability Strategy

Which areas would be most useful?

☐ Developing an enterprise ESG strategy
☐ Integrating ESG into corporate strategy
☐ ESG materiality assessment
☐ Double materiality
☐ ESG governance structures
☐ Board oversight of ESG
☐ ESG KPIs and targets
☐ ESG-linked performance management
☐ ESG risk integration
☐ ESG strategy implementation
☐ ESG maturity assessment
☐ ESG benchmarking
☐ Other: ______________________________

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8. Climate Change & Carbon

☐ Climate science and business implications
☐ Climate strategy
☐ Net Zero pathways
☐ Decarbonisation strategies
☐ Carbon accounting
☐ Scope 1, Scope 2 and Scope 3 emissions
☐ GHG Protocol
☐ Carbon reduction targets
☐ Internal carbon pricing
☐ Carbon markets
☐ Carbon credits
☐ Article 6 / international carbon markets
☐ Carbon Border Adjustment Mechanism (CBAM)
☐ Climate transition planning
☐ Climate risk and scenario analysis
☐ Physical and transition risks
☐ Other: ____________________________

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9. Sustainable Finance

☐ Fundamentals of sustainable finance
☐ Green finance
☐ Transition finance
☐ Sustainability-linked finance
☐ ESG integration in lending
☐ ESG-based credit appraisal
☐ Climate risk in credit assessment
☐ Financed emissions
☐ Responsible lending
☐ ESG due diligence of borrowers
☐ Sustainable investment
☐ Green bonds / sustainability-linked bonds
☐ Taxonomy and classification systems
☐ Sustainable finance disclosures
☐ Other: ____________________________

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10. ESG Reporting, BRSR & Assurance

☐ BRSR framework
☐ BRSR Core
☐ ESG data collection
☐ ESG data governance
☐ ESG metrics and KPIs

☐ ESG disclosures
☐ ESG assurance
☐ Internal controls over ESG data
☐ Value-chain disclosures
☐ ESG ratings and assessments
☐ Investor expectations
☐ Preparing for evolving disclosure requirements
☐ Other: ______________________________

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11. Sustainable Supply Chain & Value Chain

☐ Sustainable procurement
☐ Supplier ESG assessment
☐ Supplier code of conduct
☐ Scope 3 emissions
☐ Responsible sourcing
☐ Human rights in supply chains
☐ Supply-chain traceability
☐ Supplier capacity building
☐ ESG risk screening
☐ Sustainable logistics
☐ Circular supply chains
☐ ESG requirements from global customers
☐ Other: ______________________________

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12. CSR & Social Impact

☐ CSR strategy
☐ CSR governance
☐ CSR project identification
☐ CSR due diligence
☐ CSR implementation
☐ CSR impact assessment
☐ Outcome measurement
☐ Impact reporting
☐ CSR–SDG alignment
☐ CSR data and reporting
☐ Section 135 / CSR regulatory framework
☐ Emerging CSR trends
☐ Social Stock Exchange
☐ Zero Coupon Zero Principal (ZCZP) instruments
☐ Other: ______________________________

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13. Responsible Business, Human Rights & Social Sustainability

☐ Business & Human Rights
☐ Human Rights Due Diligence
☐ Responsible business conduct
☐ Labour and workplace practices
☐ Diversity, Equity & Inclusion
☐ Responsible sourcing
☐ Grievance mechanisms
☐ Stakeholder engagement
☐ Social risk assessment
☐ Global human rights expectations
☐ Other: ______________________________

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14. Nature, Biodiversity & Resource Management

☐ Biodiversity and business
☐ Nature-related risks and opportunities
☐ TNFD / nature-related disclosures
☐ Biodiversity strategy
☐ Water risk and stewardship
☐ Water footprint
☐ Waste management
☐ Circular economy
☐ Resource efficiency
☐ Nature-positive business models
☐ Other: ______________________________

SECTION F — CURRENT ORGANISATIONAL MATURITY

15. How would you describe your organisation's current ESG/sustainability maturity?

☐ **Stage 1 – Awareness:** ESG is an emerging area of interest.

☐ **Stage 2 – Compliance:** Focus is primarily on regulatory and disclosure requirements.

☐ **Stage 3 – Integration:** ESG is being integrated into business functions and risk management.

☐ **Stage 4 – Strategic:** ESG is embedded into business strategy, capital allocation and decision-making.

☐ **Stage 5 – Transformation:** Sustainability is being used to create business value, innovation and competitive advantage.

16. Where does your organisation currently require the greatest capability enhancement?

Top 3 areas:

1.

2.

3.

SECTION G — ROLE-SPECIFIC TRAINING NEEDS

17. Would different training modules be required for different functions?

☐ Yes
☐ No
☐ Not sure

If yes, please specify:

Function / Participant Group	Key Training Requirement
Board / Directors	______________________
CXO / Senior Management	______________________
ESG / Sustainability	______________________
Finance / Risk	______________________
CSR	______________________
Procurement / Supply Chain	______________________
Operations	______________________
Legal / Compliance	______________________
Other	______________________

SECTION H — PRACTICAL & CASE-BASED REQUIREMENTS

18. What type of learning approach would be most useful?

Please select all that apply.

☐ Conceptual overview
☐ Regulatory update
☐ Industry-specific cases
☐ Company case studies
☐ International best practices
☐ Indian business cases
☐ Practical tools / templates
☐ Group exercises
☐ Simulations

☐ Role plays
☐ ESG assessment exercises
☐ ESG data / disclosure exercises
☐ Scenario analysis
☐ Board-level case discussions
☐ Peer learning / experience sharing
☐ Expert interaction
☐ Sector-specific problem solving

19. Would you prefer the programme to include organisation-specific examples/data?

☐ Yes
☐ No
☐ Subject to availability

If yes, what areas could be considered?

SECTION I — TRAINING FORMAT

20. Preferred programme duration

☐ 2–3 hours
☐ Half Day
☐ 1 Day
☐ 2 Days
☐ 3 Days
☐ Modular programme over multiple days
☐ Certification programme

21. Preferred mode

☐ In-person
☐ Online
☐ Hybrid

22. Preferred training approach

☐ Executive briefing
☐ Workshop
☐ Masterclass
☐ Practitioner-led programme
☐ Board / leadership programme
☐ Functional training
☐ Advanced technical programme
☐ Certification programme

23. Preferred frequency

☐ One-time programme
☐ Quarterly

☐ Half-yearly
☐ Annual
☐ Continuous / modular capacity building

SECTION J — EXPECTED OUTCOMES

24. What should participants be able to do after the programme?

Please select the most relevant outcomes.

☐ Understand emerging ESG and sustainability trends
☐ Interpret regulatory requirements
☐ Develop / strengthen ESG strategy
☐ Identify and manage ESG risks
☐ Improve ESG data and disclosures
☐ Strengthen BRSR / BRSR Core preparedness
☐ Integrate climate risks into decision-making
☐ Develop climate / Net Zero strategies
☐ Understand carbon markets and carbon management
☐ Integrate ESG into finance and investment decisions
☐ Strengthen sustainable supply-chain practices
☐ Improve CSR strategy and impact
☐ Strengthen board oversight
☐ Build internal ESG capabilities
☐ Prepare for investor / customer expectations
☐ Identify business opportunities arising from sustainability
☐ Other: ______________________________

SECTION K — EMERGING & FUTURE REQUIREMENTS

25. Which emerging areas would you like IICA to cover in future programmes?

☐ AI and ESG
☐ Digitalisation of ESG data
☐ ESG data assurance
☐ Climate technology
☐ Carbon markets
☐ Transition finance
☐ Nature and biodiversity
☐ ESG and enterprise risk
☐ ESG and corporate valuation
☐ ESG and competitiveness
☐ ESG and global trade
☐ Sustainable value chains
☐ Responsible AI / technology governance
☐ Green jobs and future skills
☐ Other: ______________________________

26. Are there any specific regulatory, business or sustainability challenges that your organisation would like the training to address?

SECTION L — CUSTOMISATION REQUIREMENTS

27. Please identify the three most important themes for a customised IICA programme.

Priority 1: ____________________

Priority 2: ____________________

Priority 3: ____________________

28. Are there any specific business processes, projects or challenges around which the training should be designed?

29. Are there specific sectors / geographies / markets that should be incorporated into the case studies?

30. Any additional comments or requirements?

FINAL PRIORITY MATRIX

To help IICA design the programme, please identify your **Top 5 Training Priorities**:

Rank	Training Requirement	Target Participants	Desired Depth
1	____________	____________	Basic / Intermediate / Advanced
2	____________	____________	Basic / Intermediate / Advanced
3	____________	____________	Basic / Intermediate / Advanced
4	____________	____________	Basic / Intermediate / Advanced
5	____________	____________	Basic / Intermediate / Advanced

Additional Information

Preferred Training Month: ________________________

Preferred Location: ____________________________

Expected Number of Participants: _________________

Organisation Contact Person: _____________________

Designation: ___________________________________

Email / Phone: _________________________________

Thank You

Your responses will help IICA design a **focused, practical and organisation-specific capacity-building programme** aligned with your business priorities, regulatory environment, sectoral context and future sustainability requirements.

Indian Institute of Corporate Affairs (IICA)
School of Business Environment (SBE)
Centre for Responsible Business Advisory (CRBA)