SAMPLE — NOT A REAL PERSON OR COMPANY

AREEMSS

Readiness index

**3.32**

**Solid in role**

INDIVIDUAL GAP REPORT · BASELINE · SUSTAINABILITY AND ESG TRACK

# “B. Example”, Head of ESG Reporting

Functional head · Sustainability function · Listed consumer goods company, 3,500 staff · India

IN SHORT

## B. Example meets 6 of 12 leadership areas at the level the role needs.

The first focus is Stakeholder and investor relationships and Programme and reporting delivery. The knowledge test shows strong reporting knowledge and a gap in assurance method, which matters because the company’s figures will be assured next year.

Overall: **Solid in role** — Right person at current scale; targeted development on one or two gaps

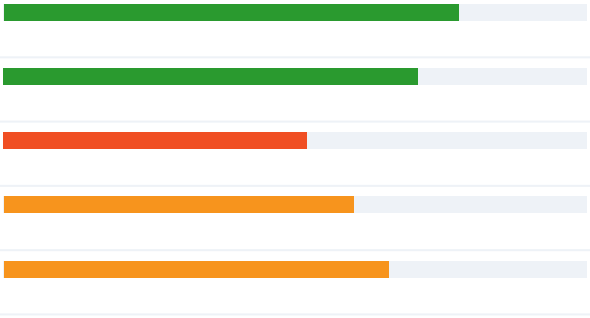
### Twelve competencies against the level the role needs

The same twelve leadership competencies as every track, described in the words of a sustainability function.

| Competency | Required | Assessed | Gap | Class |
|---|---|---|---|---|
| Strategic thinking and market insight | 3 | 3.1 | — | Meets |
| Financial and P&L acumen | 3 | 2.6 | 0.5 | Development |
| Commercial judgement and risk | 3 | 3.3 | — | Meets |
| Reporting, assurance and data fluency | 4 | 3.9 | — | Meets |
| Disclosure regulation and carbon markets | 3 | 3.4 | — | Meets |
| Stakeholder and investor relationships | 4 | 2.5 | 1.5 | Critical |
| Programme and reporting delivery | 4 | 2.9 | 1.0 | Development |
| Execution discipline and ownership | 4 | 3.4 | 0.5 | Development |
| Building and developing teams | 4 | 3.6 | 0.5 | Development |
| Influence and partnerships | 3 | 3.2 | — | Meets |
| Integrity and governance | 5 | 4.3 | 0.5 | Development |
| Learning agility and resilience | 3 | 3.7 | — | Meets |

### Sustainability knowledge test by domain

| | |
|---|---|
| Reporting standards and frameworks | **78%** |
| GHG accounting and carbon | **71%** |
| Assurance and audit method | **52%** |
| Sustainable finance and climate risk | **60%** |
| Value chain, Scope 3 and nature disclosure | **66%** |



Percentage of questions answered correctly in each domain of the track’s knowledge test, taken with 20% extra time.

## Three strengths

- Commercial judgement and risk
- Disclosure regulation and carbon markets
- Learning agility and resilience

## Three priorities

- Stakeholder and investor relationships (gap 1.5)
- Programme and reporting delivery (gap 1.0)
- Financial and P&L acumen (gap 0.5)

## Academy pathways that close the gaps

| Pathway | Hours | Why |
|---|---|---|
| Sustainability assurance practitioner (ISSA 5000, ISAE 3000) | 40 | Closes the assurance-method gap before next year’s limited assurance |
| ESG reporting under ISSB, ESRS and BRSR | 32 | Turns reporting knowledge into disclosures with an evidence file behind each figure |
| GHG inventory and verification (ISO 14064-1, 14064-3) | 32 | Strengthens Scope 3 data and the verifier’s view of the inventory |

## Business project

Run this year’s reporting cycle with a closed evidence trail ready for limited assurance

Results are development indicators, not guarantees of performance. AREEMSS certificates prepare for, and do not grant, external credentials. Fictional sample prepared by AREEMSS to show the format of the report.