

APPENDIX

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Correspondence with ISO 30414 Metrics

No.	Metric	Page(s)	No.	Metric	Page(s)	No.	Metric	Page(s)
1	Compliance and ethics		5	Organizational culture		9	Skills and capabilities	
1-1	Number and type of grievance filed	<u>38</u>	5-1	Engagement/satisfaction/commitment	<u>8, 28</u>	9-1	Total developing and training costs	<u>33</u>
1-2	Number and type of concluded disciplinary action	<u>38</u>	5-2	Retention rate	<u>39</u>	9-2	Training participation rate	<u>33</u>
1-3	Percentage of employees who have completed training on compliance and ethics	<u>38</u>	6	Organizational health, safety and well being		9-3	Average formalized training hours per employee	<u>33</u>
1-4	Disputes referred to external parties	—	6-1	Lost time for injury	<u>37</u>	9-4	Percentage of employees who participate in training compared with total number of employees per year	<u>33</u>
1-5	Number, type and source of external audit findings and actions arising from these	<u>38</u>	6-2	Number of occupational accidents	<u>37</u>	9-5	Workforce competency rate	—
2	Costs		6-3	Number of people killed during work	<u>37</u>	10	Succession planning	
2-1	Total workforce costs	<u>27</u>	6-4	Percentage of employees who participated in training	<u>37</u>	10-1	Succession effectiveness rate	<u>35</u>
2-2	External workforce costs	<u>27</u>	7	Productivity		10-2	Succession coverage rate	<u>16, 34</u>
2-3	Ratio of the average salary and remuneration	<u>36</u>	7-1	EBIT/revenue/turnover/profit per employee	<u>27</u>	10-3	Succession depth rate: ready now	<u>16, 34</u>
2-4	Total costs of employment	<u>27</u>	7-2	Human capital ROI	<u>6, 27</u>	10-4	Succession depth rate: ready in 1-3 years/4-5 years	<u>16, 34</u>
2-5	Cost per hire	<u>32</u>	8	Recruitment, mobility, turnover		11	Workforce availability	
2-6	Recruitment costs	<u>32</u>	8-1	Number of qualified candidates per position	—	11-1	Number of employees	<u>29</u>
2-7	Turnover costs	—	8-2	Quality per hire	<u>32</u>	11-2	Number of employees: full-time and part-time	<u>29</u>
3	Diversity		8-3	Average length of time to fill vacant position	<u>32</u>	11-3	Full time equivalents	<u>29</u>
3-1	Workforce diversity ratio with respect to age	<u>29</u>	8-4	Average length of time to fill vacant critical position	<u>35</u>	11-4	Contingent workforce: independent contractor	—
3-2	Workforce diversity ratio with respect to gender	<u>29</u>	8-5	Transition and future workforce capabilities assessment	—	11-5	Contingent workforce: temporary workforce	—
3-3	Workforce diversity ratio with respect to disability	<u>29</u>	8-6	Percentage of positions filled internally	<u>35</u>	11-6	Absenteeism: unplanned leave	<u>29</u>
3-4	Workforce diversity ratio with respect to other indicators of diversity	<u>29</u>	8-7	Percentage of critical business positions filled internally	<u>35</u>			
3-5	Diversity of leadership team	<u>31</u>	8-8	Percentage of critical positions	<u>35</u>			
4	Leadership		8-9	Percentage of vacant critical business positions in relation to all vacant positions	<u>35</u>			
4-1	Leadership trust	<u>34</u>	8-10	Internal mobility rate	<u>35</u>			
4-2	Span of control	<u>30</u>	8-11	Employee bench strength	<u>16, 34</u>			
4-3	Leadership development	<u>30</u>	8-12	Turnover rate	<u>39</u>			
			8-13	Voluntary turnover rate	<u>39</u>			
			8-14	Voluntary critical turnover rate	<u>39</u>			
			8-15	Exit/turnover reasons/leaving employment by reason	<u>39</u>			



Link and Motivation Group