

Human Capital Data

Correspondence with ISO 30414 Metrics

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