



Consultancy on Using Human Capital Analytics to Drive Sustainable Business Outcomes

Why HC Analytics?

In today's data-driven world, business leaders cannot rely on traditional intuition or gut-based approach for human capital decisions. Business leaders—CEOs, CFOs, board members, and investors—expect HR to speak the language of performance, ROI, and impact. Decisions about workforce investments are no longer judged by effort or activity but by the verifiable outcomes they generate.

This program equips HR professionals and board HR committee members with the tools to link people strategies to measurable business results. It challenges the outdated reliance on gut-feel decision-making and introduces a data-first mindset, where evidence-based insights drive workforce planning, development, and optimization.

HR analytics isn't just a technical skill—it's a strategic capability that distinguishes high-performing HR functions from transactional ones. By adopting human capital analytics, organizations gain a competitive edge in managing talent, improving performance, and demonstrating accountability to stakeholders.

Key Contents and Learning Outcomes

Participants will learn to:

- 1. Strategic Diagnosis:** Learn how to interpret critical human capital data to identify workforce strengths, risks, and opportunities that directly affect business competitiveness.
- 2. Financial Translation:** Acquire the tools to **quantify HR's value-add** using simple, boardroom-ready formulas like ROI, HCVA, and productivity ratios.
- 3. Investor-Grade Reporting:** Understand how to structure data and metrics to communicate impact in a format that aligns with the expectations of CEOs, boards, and investors.
- 4. Culture-to-Performance Alignment:** Learn how to link organizational brand, values, and culture with operational metrics for a unified, stakeholder-focused approach to sustainable growth.
- 5. Shift focus from Activity to Outcome:** Move beyond reporting HR activities to reporting outcomes and impact—turning HR into a business-critical driver of success.

Consultancy Programs



Program 1

Business & Financial Acumen for HR: Driving Strategic Impact

Why this Program is Important?

In today's dynamic business environment, HR professionals are increasingly expected to align talent strategies with organizational financial goals. However, many HR practitioners lack essential business and financial acumen to engage in data-driven decision-making and demonstrate the financial impact of HR initiatives. Without a strong understanding of financial concepts, HR's strategic contributions often go unrecognized. This training addresses the critical need for HR leaders to understand key financial principles, analyze investment decisions, and communicate in the language of business. By equipping HR with these competencies, organizations can unlock greater value, enhance cross-functional collaboration, and position HR as a key driver of business success.

Program Format (Customizable)

- **Need Based:** Consultancy/ training will be offered after need assessment of organisation
- **Delivery:** In-person workshop/ Virtual training/ Blended learning
- **Duration:** 1 day (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, analytics managers, line managers, business partners



Key Contents and Learning Outcomes

Upon successful completion of this program, participants will be able to:

- 01 Understand the shift from **shareholder to stakeholder capitalism** and its impact on **business strategy** and **HR**.
- 02 Recognize how the **value creation process benefits employees, investors, customers**, and the **community**.
- 03 Analyze the move from **tangible goods** to **intangible services** and its effect on **workforce strategy**.
- 04 Grasp the basics of **financial management** for sustainable **business growth**.
- 05 Interpret key **financial statements** to assess **financial health**.
- 06 Use **cost-benefit** and **breakeven analysis** to evaluate HR and business initiatives.
- 07 Calculate **profitability** and **ROI** to justify HR investments and align with business goals.
- 08 **Apply compounding and discounting** techniques to evaluate **long-term investments** and **funding decisions** using the time value of money.
- 09 Differentiate and use various **budgeting approaches** such as **zero-based, activity-based, incremental**, and **formula-based** for strategic HR and business planning.
- 10 Understand **human capital measurement standards**, including frameworks like **ISO 30414**, to assess and report on HR effectiveness.
- 11 Demonstrate HR's **strategic financial contribution** by showing how HR initiatives create **measurable financial value** and support organizational success.



Program 2

Mastering HR Analytics: Tools & Techniques for Data-Driven Decision Making

Why this Program is Important?

In today's business environment, HR professionals are increasingly expected to make evidence-based decisions that demonstrate the value of human capital. However, many HR teams struggle to translate complex data into actionable insights aligned with business strategy. This program equips HR professionals with essential tools and foundational knowledge in HR analytics to effectively collect, interpret, and present data. Participants will learn how to transform raw HR data into meaningful metrics, connect HR investments to business outcomes, and avoid common pitfalls in data analysis. This training is critical for those aiming to build credibility and strategic influence in the boardroom by showcasing the ROI of HR initiatives.

Program Format (Customizable)

- **Need Based:** Consultancy/ training will be offered after need assessment of organisation
- **Delivery:** In-person workshop/ Virtual training/ Blended learning
- **Duration:** 1 day (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, analytics managers, line managers, business partners



Program 2 contd...

Key Contents and Learning Outcomes

By the end of this program, participants will be able to:

- 01 **Differentiate** between data, metrics, and analytics within the HR context.
- 02 **Understand** input, process, output, and outcome metrics and their relevance to HR performance.
- 03 **Translate** intangible HR data into tangible financial impact and business value.
- 04 **Distinguish** between dashboards and scorecards and understand their use in HR reporting.
- 05 **Apply** the four levels of data analysis to draw meaningful insights.
- 06 **Assess** data reliability and validity to ensure accurate decision-making.
- 07 **Align** HR analytics with overall business analytics for strategic integration.
- 08 **Identify and avoid** common errors in data interpretation and reporting.
- 09 **Recognize** the challenges and seize the opportunities in implementing HR analytics.
- 10 **Evaluate** various HR data sources for quality and relevance.
- 11 **Use** statistical measures like mean, median, and mode to analyze central tendencies.
- 12 **Interpret** percentiles and quartiles in frequency distribution analysis.
- 13 **Conduct** advanced analyses such as scenario analysis, variance, ratio, and trend analysis.
- 14 **Visualize** data using appropriate charts and diagrams for effective communication.



Program 3

Demonstrating Financial Impact of HR Projects: ROI, IRR & NPV Made Simple

Why this Program is Important?

In today's data-driven business environment, HR is no longer just a support function—it must prove its strategic and financial value. While HR professionals routinely design and implement impactful initiatives, many struggle to communicate the financial return of these investments in a language the business understands. This program bridges that gap. It empowers HR leaders with essential financial tools—ROI, IRR, and NPV—to build credible business cases, evaluate options through cost-benefit and risk analysis, and present HR projects in a structured, results-oriented format. Mastering these tools enhances HR's ability to influence decision-making and gain executive buy-in for critical people initiatives.

Program Format (Customizable)

- **Need Based:** Consultancy/ training will be offered after need assessment of organisation
- **Delivery:** In-person workshop/ Virtual training/ Blended learning
- **Duration:** 2 days (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, analytics managers, line managers, business partners





Key Contents and Learning Outcomes

By the end of this program, participants will be able to:

- 01 **Write clear business problem statements** aligned with organizational priorities.
- 02 **Identify and evaluate HR solutions** using SWOT analysis.
- 03 **Assess risks** associated with each proposed HR solution.
- 04 **Conduct cost-benefit analysis** to select the most financially viable HR initiative.
- 05 **Develop an actionable implementation plan** for the chosen solution.
- 06 **Apply financial metrics**—ROI (Return on Investment), IRR (Internal Rate of Return), and NPV (Net Present Value)—to demonstrate the financial impact of HR projects.
- 07 **Calculate payback periods** by estimating cash inflows and outflows.
- 08 **Formulate evidence-based recommendations** and predict expected business outcomes.
- 09 **Write comprehensive project descriptions** and realistic implementation timelines.
- 10 **Prepare compelling executive summaries** to secure leadership approval and support.

Program 4

Strategic Performance Alignment: Connecting Employee Goals with Business Outcomes

Why this Program is Important?

In high-performing organizations, employees are not just executing tasks—they are driving measurable business outcomes. However, many companies struggle to align individual performance with corporate strategy. This disconnect results in misdirected efforts, underutilized talent, and missed business opportunities. This program is designed to help HR professionals and line managers build a **strategic performance alignment system** that translates organizational goals into individual objectives. By focusing on **value creation, critical success factors (CSFs), competencies, and measurable outcomes**, the program enables organizations to maximize employee contributions and sustain high-impact performance. Integration of tools like **OKRs, scorecards, coaching, and ROI-linked rewards** ensures a practical, result-oriented framework.

Program Format (Customizable)

- **Need Based:** Consultancy/ training will be offered after need assessment of organisation
- **Delivery:** In-person workshop/ Virtual training/ Blended learning
- **Duration:** 2 days (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, analytics managers, line managers, business partners



Program 4 contd...

Key Contents and Learning Outcomes

By the end of this program, participants will be able to:

- 01 **Understand the company's value creation cycle** and translate into individual performance metrics.
- 02 **Identify critical success factors (CSFs)** that are essential for business success.
- 03 **Analyze job descriptions** to evaluate their alignment with CSFs and strategic goals.
- 04 **Develop SMART and outcome-focused employee objectives** that measure results, not just activities.
- 05 **Incorporate key behavioral and technical competencies** into performance
- 06 objectives.
- 07 **Apply OKRs (Objectives & Key Results)** for goal setting, alignment, and tracking.
- 08 **Align and calibrate employee and business objectives** in measurable, strategic
- 09 terms.
- 10 **Create employee performance scorecards** for structured, periodic reviews.
- 11 **Differentiate high performers from low performers** using objective evaluation
- 12 techniques.
- 13 **Link performance results to the reward system** to drive motivation and
- 14 accountability.
- 15 **Use cost-benefit and impact analysis** to ensure performance objectives support
- 16 business outcomes.
- 17 **Leverage digital tools and platforms** for tracking, feedback, and reporting.
- 18 **Foster a culture of continuous feedback and coaching** to reinforce alignment.
- 19 **Build change management strategies** to implement new performance frameworks effectively.



Program 5

Top 15 HR Metrics Every CHRO & Board HR Committee Must Track: Driving Strategic Decisions Through People Data

Why this Program is Important?

HR is increasingly expected to contribute to strategic business decisions with data-driven insights. For CHROs and Board HR Committees, **understanding the right metrics** is critical for effective governance, workforce planning, and risk management. Yet many HR leaders still rely on basic, activity-level data rather than **impact-oriented, board-relevant metrics**.

This program equips senior HR professionals with the knowledge to **identify, interpret, and present the top 15 HR metrics** that matter most to boards and executive teams. These metrics span workforce productivity, human capital ROI, succession risk, diversity, safety, and ethical governance—key areas that influence business sustainability and regulatory compliance. By focusing on **insightful, actionable metrics**, the program enhances HR's role as a strategic advisor to the board.

Program Format (Customizable)

- **Need Based:** Consultancy/ training will be offered after need assessment of organisation
- **Delivery:** In-person workshop/ Virtual training/ Blended learning
- **Duration:** 2 days (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, analytics managers, CHROs, board directors

Program 5 contd...

Key Contents and Learning Outcomes

By the end of this program, participants will be able to:

- 01 **Understand and explain the significance of 15 board-level HR metrics in the context of business performance and ESG reporting.**
- 02 **Calculate and interpret each of the following key HR metrics:**
 - 1) Human Capital ROI and Human Capital Value Added
 - 2) Workforce Productivity Rate
 - 3) Workforce Turnover Rate
 - 4) Critical Positions Turnover Rate
 - 5) Succession Readiness Rate
 - 6) Leadership Trust Rate
 - 7) Workforce Competency Rate
 - 8) Learning & Development Investment Rate
 - 9) Workforce Engagement Rate
 - 10) Workforce Health & Safety Incident Rate
 - 11) Gender Diversity Rate
 - 12) Gender Pay Gap Ratio
 - 13) Executive-to-Worker Pay Ratio
 - 14) Discrimination Incident Rate
 - 15) Number and Nature of Performance Reviews
- 03 **Assess trends and risks** using HR metrics to inform board-level decisions on talent strategy and workforce sustainability.
- 04 **Integrate HR metrics into dashboards and board reports** that communicate insights clearly and credibly.
- 05 **Align HR data with business KPIs and ESG frameworks** (e.g., GRI, ISO 30414, GDEIB).
- 06 **Improve board engagement** by translating HR metrics into actionable intelligence that supports strategic initiatives such as DEI, leadership development, and succession planning.



Program 6

Strategic Workforce Costing Metrics: Driving Profitability, Productivity, and ROI

Why this Program is Important?

As workforce-related expenses remain one of the largest cost centers for most organizations, HR leaders must move beyond traditional budgeting and into **strategic cost management**. Boards and executive teams increasingly expect HR to **justify workforce investments with measurable returns**, optimize cost structures, and drive productivity and profitability.

This program enables HR professionals, finance business partners, and CHROs to **understand and apply financial metrics** that assess workforce cost efficiency, track value creation, and connect human capital decisions with business outcomes. It supports a **data-driven approach** to workforce planning, enabling smarter decisions on compensation, hiring, training, and employee productivity.

Program Format (Customizable)

- **Need Based:** Consultancy/training will be offered after need assessment of organisation
- **Delivery:** In-person workshop / Virtual training / Blended learning
- **Duration:** 1 day (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, analytics managers, finance managers, CHROs



Program 6 contd...

Key Contents and Learning Outcomes

Participants will be able to:

- 01 Identify and calculate key financial metrics** related to workforce cost, efficiency, and ROI.
- 02 Interpret trends in the following 14 essential workforce cost and value metrics:**
 - 1) Total Workforce Costs
 - 2) External Workforce Costs
 - 3) Ratio of Average Salary to Total Remuneration
 - 4) Hiring Cost to Human Capital Cost Ratio
 - 5) Training Cost to Human Capital Cost Ratio
 - 6) Compensation Cost to Human Capital Cost Ratio
 - 7) Salary Cost to Compensation Cost Ratio
 - 8) Benefits Cost to Compensation Cost Ratio
 - 9) Revenue per Employee
 - 10) Cost per Employee
 - 11) EBIT (Earnings Before Interest & Tax) per Employee
 - 12) Profit per Employee
 - 13) Human Capital ROI
 - 14) Human Capital Value Added
- 03 Use cost ratios to evaluate HR strategy efficiency** and align resource allocation with business priorities.
- 04 Compare workforce cost indicators** against productivity, profit, and business outcomes.
- 05 Present workforce cost data** in ways that are meaningful for CFOs, CEOs, and board members.
- 06 Link human capital metrics with organizational KPIs** to demonstrate HR's role in value creation.
- 07 Support evidence-based workforce decisions** such as restructuring, outsourcing, and workforce optimization.
- 08 Align with ESG and ISO 30414 human capital reporting standards** to ensure transparency and accountability.



Program 7

Strategic HR Metrics for Future-Ready Leadership and Succession Management

Why this Program is Important?

Organizations succeed or fail based on the strength of their leadership pipeline. As baby boomers retire and workforce dynamics shift, it has become critical to **identify, develop, and track future leaders systematically.**

Without meaningful metrics, succession planning remains reactive, biased, or symbolic. This program introduces **10 strategic metrics** that provide visibility into leadership readiness, pipeline depth, mobility, and development effectiveness—giving HR, Talent Managers, and the Board the tools to make data-informed decisions on succession risk and leadership investments.

Program Format (Customizable)

- **Need Based:** Consultancy/ training will be offered after need assessment of organisation
- **Delivery:** In-person workshop/ Virtual training/ Blended learning
- **Duration:** 1 day (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, line managers, training managers, CHROs

Learning Outcomes

By the end of the program, participants will be able to:

01 Understand the role of leadership metrics in workforce planning, risk management, and business continuity.

02 Define, calculate, and interpret the following key succession and leadership development metrics:

- 1) Succession Effectiveness Rate
- 2) Successor Coverage Rate
- 3) Succession Readiness Rate (Ready Now)
- 4) Succession Readiness Rate (1–3 Years)
- 5) Succession Readiness Rate (4–5 Years)
- 6) Leadership Quality Rate
- 7) Career Path Ratio
- 8) Career Growth Rate
- 9) Employee Promotion Rate
- 10) Employee Rotation Rate

03 Assess pipeline health and bench strength at various organizational levels.

04 Use metrics to spot talent gaps and identify high-potential risks in succession plans.

06 Track internal mobility, career development, and leadership quality trends.

07 Create dashboards and reports for leadership and board-level discussions.

Align leadership development and succession planning with business strategy.



Program 8

Top Metrics for Talent Acquisition Leaders: Aligning Hiring with Business Outcomes

Why this Program is Important?

In a hyper-competitive talent landscape, Talent Acquisition (TA) professionals must go beyond filling vacancies—they must become **strategic enablers of business success**. Effective TA leaders use key metrics to identify recruitment gaps, reduce hiring lead times, improve candidate quality, optimize internal mobility, and minimize the cost of unfilled roles.

This program provides TA managers with **actionable insights into key performance indicators (KPIs)** that align talent acquisition with business needs, enabling evidence-based decision-making, measurable impact, and a clear return on investment (ROI).

Program Format (Customizable)

- **Need Based:** Consultancy/training will be offered after need assessment of organisation
- **Delivery:** In-person workshop / Virtual training / Blended learning
- **Duration:** 2 days (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, analytics managers, hiring managers, line managers



Program 8 contd...

Key Contents and Learning Outcomes

After completing this program, participants will be able to:

- 01 Understand the strategic importance of metrics in recruitment and workforce planning.
- 02 Identify and apply the following key TA metrics:
 - 1) **Unfilled Jobs Rate**
 - 2) **Time to Hire**
 - 3) **Time to Fill Critical Positions**
 - 4) **Job Offer Acceptance Rate**
 - 5) **Quality of Hire**
 - 6) **Number of Qualified Candidates per Vacancy**
 - 7) **Internal Fill Rate**
 - 8) **Internal Mobility Rate**
 - 9) **New Hire Retention Rate**
 - 10) **New Hire Performance Rate**
 - 11) **Turnover Metrics**, including:
 - Total Turnover Rate (Voluntary and Involuntary)
 - Turnover Analysis and Reasons
 - Female Turnover Rate in Leadership
 - 12) **Opportunity Cost Metrics**, including:
 - Unfilled Vacancies
 - Voluntary Turnover
 - 13) **Recruitment Staff-to-Employee Ratio**
- 03 Assess **capability gaps** through “Transition and Future Workforce Readiness” metrics.
- 04 Evaluate recruitment effectiveness for **critical business positions**.
- 05 Use metrics to monitor and **drive diversity, equity, and inclusion (DEI)** in hiring.
- 06 Build a compelling **business case for investment** in recruitment using financial ROI methods.
- 07 Communicate recruitment outcomes effectively to CHROs, business leaders, and the board.



Program 9

Turning Training into Business Value: A Practical Approach to Measure Impact and ROI

Why this Program is Important?

Training and development are often among the largest HR investments—yet many organizations struggle to measure whether training actually leads to improved performance or return on investment (ROI). Traditional training design often focuses on activities and attendance rather than measurable, work-related outcomes.

In an era where every organizational investment must demonstrate impact, **Learning & Development (L&D)** leaders must shift from tracking activities to proving business value. This program equips participants to use L&D metrics that not only reflect learning participation but also **demonstrate skill development, competency enhancement, behavioral change, and return on investment (ROI)**.

Organizations that adopt these metrics can optimize training budgets, improve training design, and align L&D efforts with business strategy—ensuring learning is not just an event, but **a driver of performance**.

Program Format (Customizable)

- **Need Based:** Consultancy/ training will be offered after need assessment of organisation
- **Delivery:** In-person workshop/ Virtual training/ Blended learning
- **Duration:** 2 days (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, analytics managers, training managers

Key Contents and Learning Outcomes

By the end of this program, participants will be able to:

- 01 **Understand and apply the ADDIE model** to structure effective training design and evaluation for strategic business impact.
- 02 **Differentiate between activity-based and outcome-based objectives** to ensure practical application.
- 03 **Write SMART, evidence-based learning objectives** that link directly to business outcomes.
- 04 Use key L&D metrics to track investment, engagement, and effectiveness:
 - 1) T&D Budget Utilization and Spending Rate
 - 2) Training Participation Rate by Category (e.g., leadership, compliance, functional)
 - 3) Average Training Hours per Employee
 - 4) Internally Trained Ratio (vs. External Training)
 - 5) Workforce Competency Rate (linked to performance gaps)
- 05 Apply Kirkpatrick and Phillips models to measure training outcomes at multiple levels:
 - 1) **Level 1 Evaluation – Satisfaction Metrics:** Design tools to measure training satisfaction effectively.
 - 2) **Level 2: Learning Effectiveness Metrics:** Assess comprehension and knowledge gain post-training.
 - 3) **Level 3 – Behavior Change Metrics:** Evaluate how well training is transferred to the workplace.
 - 4) **Level 4 – Business Impact Metrics:** Assess the impact of training on business goals.
 - 5) **Level 5 – ROI and Cost-Benefit Analysis:** Calculate financial return on training investments.



Tools and Frameworks Covered

- ADDIE Model
- Kirkpatrick's 4 Levels of Evaluation
- Phillips ROI Methodology
- Logic Model for Training Impact
- SMART Objectives Template

Program 10

Driving Inclusion Through Data: Essential DEI Metrics for HR and Leadership

Why this Program is Important?

Organizations that genuinely commit to Diversity, Equity, and Inclusion (DEI) must move beyond declarations to **data-backed action**. Measurement is key to identifying systemic inequities, tracking progress, demonstrating accountability, and meeting increasing demands from regulators, investors, employees, and the public.

This program empowers HR and DEI leaders to **understand, apply, and report on the 10 most critical DEI metrics** that reflect the inclusiveness and fairness of organizational systems—from hiring and promotion to pay equity and leadership diversity. These metrics not only support compliance and ESG reporting but also drive meaningful change in corporate culture, policy, and performance.

Program Format (Customizable)

- **Need Based:** Consultancy/training will be offered after need assessment of organisation
- **Delivery:** In-person workshop / Virtual training / Blended learning
- **Duration:** 1 day (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, diversity managers, line managers, business partners



Key Contents and Learning Outcomes

By the end of this program, participants will be able to:

- 01 Understand the role of DEI metrics** in fostering organizational transparency, accountability, and cultural transformation.
- 02 Define, calculate, and interpret each of the following DEI metrics:**
 - 1) Gender Diversity Ratio
 - 2) Generational Diversity Ratio
 - 3) Disability Diversity Ratio
 - 4) Geographic Diversity Ratio
 - 5) Religious Diversity Representation
 - 6) Ethnic Diversity Ratio
 - 7) New Hire Diversity Ratio
 - 8) Diversity Retention Ratio
 - 9) Gender Pay Gap Ratio
 - 10) Leadership Team Diversity Ratio
- 03 Use DEI metrics to evaluate gaps, set goals, and monitor progress** in recruitment, retention, advancement, and compensation.
- 04 Benchmark DEI performance** against industry and global standards (e.g., GRI 405, ISO 30414, GDEIB).
- 05 Integrate DEI metrics into HR dashboards, ESG reports, and board-level presentations.**
- 06 Identify risks and challenges in collecting, analyzing, and communicating DEI data** ethically and effectively.
- 07 Develop targeted DEI strategies** based on insights derived from data.
- 08 Report DEI results** transparently to internal and external stakeholders to build trust and credibility.



Program 11

Driving a High-Performance Culture: Metrics, Mindset & ROI

Why this Program is Important?

A high-performance culture is not built on intention alone—it requires **systematic measurement, leadership alignment, and evidence-based action**. In today's competitive business environment, organizations that invest in measuring engagement, reducing avoidable turnover, and tracking ROI of culture initiatives outperform those that rely on assumptions.

This program equips HR professionals and business leaders to:

- Quantify culture.
- Make performance visible.
- Use data to align people strategies with business outcomes.

It helps move the needle from "soft culture talk" to **measurable performance transformation**.



Program Format (Customizable)

- **Need Based:** Consultancy/ training will be offered after need assessment of organisation
- **Delivery:** In-person workshop/ Virtual training/ Blended learning
- **Duration:** 1 day (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, line managers, team leaders, business partners

Key Contents and Learning Outcomes

By the end of this program, participants will be able to:

- 01 **Define what a performance culture means** and how it influences business results.
- 02 Key metrics to **measure organizational culture** using employee engagement and sentiment analysis tools.
- 03 How to interpret **engagement survey data** to identify **cultural gaps**.
- 04 Analyze **turnover and retention rates**, and identify trends linked to cultural issues.
- 05 Calculate the **cost of turnover**, including productivity loss, hiring, training, and impact on team morale.
- 06 Learn how to **measure ROI of engagement initiatives** using key HR and financial metrics.
- 07 Link **culture data** to **performance metrics** like **productivity, innovation,** and **customer satisfaction**.
- 08 How to conduct **exit interviews** and **stay interviews** for **cultural insight**?
- 09 Use culture metrics to **build a business case** for leadership investment in engagement and performance strategies.
- 10 Create a **culture scorecard** for **ongoing monitoring** and **board-level reporting**.



Program 12

Measuring What Matters: Top Metrics for Occupational Health, Safety, and Wellbeing

Why this Program is Important?

Health, Safety, and Wellbeing (HSW) are no longer just compliance checkboxes—they are critical pillars of a sustainable, productive, and responsible organization. With increasing pressure from regulators, boards, and ESG stakeholders, HR and HSE professionals must rely on **relevant and measurable metrics** to reduce risks, prevent accidents, and promote a culture of care.

This program helps organizations transition from reactive safety tracking to **proactive wellbeing strategies**, where data is used not only to monitor but to improve employee safety, engagement, and resilience.

Program Format (Customizable)

- **Need Based:** Consultancy/ training will be offered after need assessment of organisation
- **Delivery:** In-person workshop/ Virtual training/ Blended learning
- **Duration:** 1 day (customizable based on delivery medium, depth and audience)
- **Target Audience:** HR professionals, HSE managers, line managers, business partners



Key Contents and Learning Outcomes

After completing this program, participants will be able to:

- 01 Understand the importance of **Health, Safety, and Wellbeing (HSW) metrics** in **regulatory compliance, ESG reporting, and risk management.**
- 02 Identify and calculate key safety performance indicators, including:
 - 1) **Lost Time for Injury (LTI)**
 - 2) **Accident Rate (Occupational Incident Frequency)**
 - 3) **Fatality/Mortality Rate (Number of Work-Related Deaths)**
 - 4) **Near-Miss Reporting Rate**
 - 5) **Training Participation Rate in Safety Programs**
- 03 Interpret **leading** vs. **lagging HSW indicators** and apply both for improved **safety culture** and **preventive planning.**
- 04 Design **data collection frameworks** that ensure **reliability** and **transparency in HSW reporting.**
- 05 Integrate **health and wellbeing metrics** into broader **HR scorecards** and **ESG sustainability frameworks.**
- 06 Build a case for **investment** in **wellbeing initiatives** by linking **HSW data** to **cost avoidance** and **productivity gains.**



Consultancy Package Includes

The background image shows two men in professional attire. The man on the left has a beard and glasses, wearing a grey suit and a striped tie. He is holding a clipboard and a pen, looking at the document. The man on the right is wearing a dark blue suit and a dark tie, looking towards the first man. They are in an office environment with a desk and computer keyboard visible in the foreground.

- **Need Assessment:** A structured questionnaire designed to uncover the gap between your current state and desired outcomes, helping us identify key priorities, resources and stakeholder outcomes, helping us identify key priorities, resources and stakeholders.
- **Comprehensive Training Manual (PDF):** Covers key concepts, frameworks, and tools discussed during the course.
- **Hands-On Case Studies & Metric Calculation Worksheets:** Real-world scenarios to practice application and deepen understanding.
- **Expert-Led Interactive Discussions:** Insightful dialogues and Q&A sessions guided by an experienced instructor.
- **Evaluation:** An online test will be conducted at the end of the course to evaluate learning.
- **Certificate of Participation:** All attendees will be awarded a Certificate of Participation acknowledging their engagement.

Human Capital Analytics Journey Roadmap



Our Past Programs Internationally



Las Vegas USA



Beijing China



Moscow Russia



Dubai UAE

Our Past Programs Internationally



Our Past Engagement in International HR Standards Development



Our Past Engagement in International HR Standards Development



Berlin Germany



New Jersey USA



Paris France



Rotterdam Netherlands

Our Past Engagement in International HR Standards Development



Our Past Programs within Pakistan







About PEOPLE METRICS – FZCO

PEOPLE METRICS is a UAE-based HR consulting firm registered under the International Free Zone Authority (IFZA). We specialize in delivering data-driven human capital solutions that empower organizations to enhance workforce effectiveness, drive sustainable growth, and align HR strategies with business objectives. With a commitment to global standards and local relevance, we serve clients across sectors and geographies.

Our Purpose

To enable organizations to make informed, evidence-based HR decisions by providing strategic insights, metrics, and consulting services that maximize people potential and business impact.

Our Vision

To be a globally recognized HR consulting firm that shapes the future of work by advancing people-centric strategies, fostering inclusive workplaces, and setting benchmarks in human capital excellence.

Our Core Values



Integrity

We uphold the highest ethical standards in all our interactions.



Excellence

We are committed to quality, innovation, and continuous improvement.



People-Centricity

We place people at the heart of every solution.



Collaboration

We believe in the power of partnership and shared success.



Impact

We focus on delivering measurable and meaningful results for our clients.

Why Choose People Metrics?

- Deep expertise in global HR standards including ISO 30414 and DEI frameworks
- Customized, metrics-based consulting aligned with ESG and sustainability goals
- Access to a global network of HR thought leaders and best practices
- Proven experience in driving strategic workforce transformation
- Strong commitment to ethical, inclusive, and future-ready workplaces

Our Services

- Workforce Analytics for HR Strategy
- Human Capital Disclosure Assessment
- ISO 30414 Implementation Support
- Diversity, Equity & Inclusion (DEI) Strategy and Action Planning

CEO Profile



Zahid Mubarik

SHRM-SCP, GPHR, SPHRi

CEO HR Metrics & PEOPLE METRICS – FZCO
President SHRM Forum Pakistan
SHRM Partner Pakistan
Founding Member ISO Geneva Technical
Committee 260 for HR Standards
Former Member Pakistan Stock Exchange
ESG Task Force

Zahid Mubarik is an internationally acclaimed visionary thinker, writer, speaker, thought leader and influencer on human capital analytics, diversity and inclusion. He is the SHRM Partner Pakistan and founding member of ISO Geneva Technical Committee 260 for developing HR global Standards. He actively took part in ISO in-person meetings for developing global HR Standards, organized by American National Standards Institute (Washington DC), British Standards Institute (London), Standards Australia (Melbourne), The Royal Netherlands Standardization Institute (Rotterdam), Association Française de Normalization (Paris), Singapore Standards Council (Singapore), The National Standardization Agency of Indonesia (Bali) and UNI-EnteNazionale Italiano di Unificazione (Milan), Canada Standards (Montreal) and Japan Standards (Tokyo). Zahid served as Global Chair of ISO Working Group on HR Metrics Standards. During his leadership, ISO published two global HR standards including ISO30410: Impact of Hire and ISO30411: Quality of Hire. He also served as member of Working Group developing ISO30414: Guidelines for Internal and External Human Capital Reporting. He facilitated certification of 950+ consultants and practitioners worldwide on ISO 30414 with a heavy concentration in Tokyo Japan. He collaborated with HC Produce Inc Tokyo in certification of 2 companies in Japan on ISO 30414. Zahid has the honour of being a distinguished speaker in international conferences and seminars on human capital analytics at Las Vegas, Beijing, Moscow, Baku, Hanoi, Dubai and Abu Dhabi. His analytical papers and expert talks have been featured by national and international media including CNBC, DAWN, Business Recorder, Business Plus TV, Gulf Economist and Microfinance Gateway World Bank Washington.



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