



ISO 30414 CERTIFICATION
(For Auditors/Consultants/Practitioners)

GUIDELINES FOR INTERNAL AND EXTERNAL HUMAN CAPITAL REPORTING STANDARD

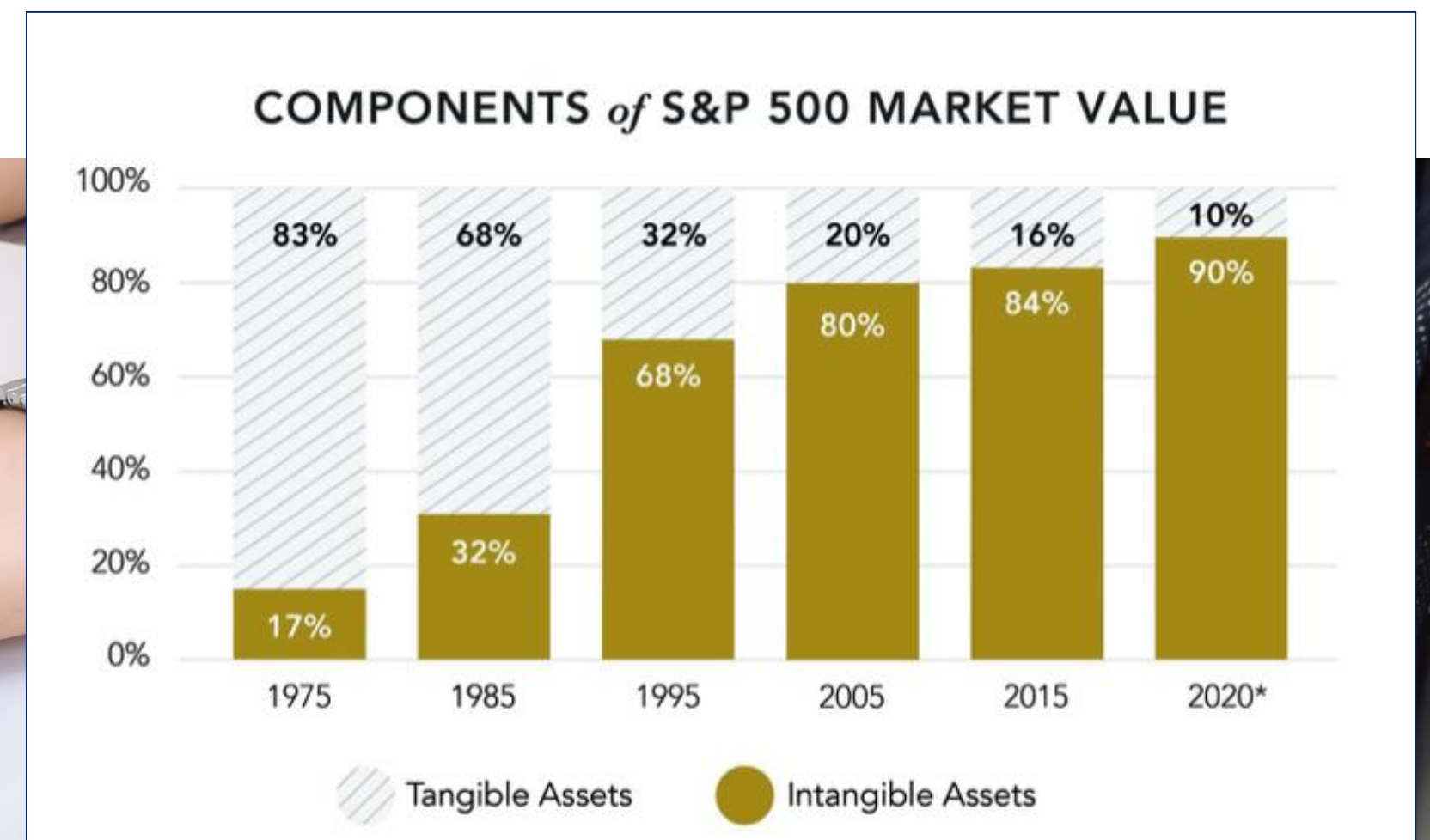


Why Human Capital Disclosure is Important in ESG Context?

Global economy is transforming from physical to intellectual capital. According to Ocean Tomo Intellectual Capital Equity USA, In 500 Fortune Companies, 90% of value creation in S&P 500 firms is attributed to intangible assets. Human capital cost consumes lion's share of intangible assets. With the rising investment in workforce, shareholders are keen to know as how this investment impacts the organization bottom line. There is a swell of interest by investors in human capital measurement and impact on the sustainability of organization.

With the emergence of Environmental, Social, and Governance (ESG) framework, human capital has become important for investment analysis, both from social and financial impact perspective. Human capital is now a key consideration for most companies around the world.

It is recognized as one of the most important drivers of competitiveness, value creation, and sustainable competitive advantage. Worldwide investors are engaging with companies to improve the workforce risk disclosure to cope with rapid environmental and technological change. CEOs are under growing pressure from investors, government, regulators, customers, employees, and communities, to become more transparent in their investments and outcomes.



Top 6 Reasons for Human Capital Disclosure

- 01 Organizations have a fiduciary duty to communicate existing and potential future risks deemed material to their business.**

Human Capital is clearly material to virtually any organization's current and future success, therefore a fiduciary responsibility exists to provide greater information to shareholders, creditors and others.
- 02 There is broad agreement by investors, boards directors, CEOs, CFOs, governments, human resources and workers.**

That human capital has an impact on organizational success. CEO's state "Our people are our most valuable asset," or "It all starts with people." Shouldn't such asset information be disclosed to key stakeholders.
- 03 Companies need smart, effective employees to compete,**

Understanding and quantifying human capital is critical for success and future growth internally within the organization.
- 04 The current disclosure gap obscures talent management effectiveness and material human capital risks to investors.**

With no visibility into utilization of a firm's single largest expense, investors must rely on social media tidbits or simply make judgements on no information at all.
- 05 What gets measured gets managed.**

For most organizations, human capital is not well measured except as a cost. This suggests unbalanced reporting with only the cost side of the equation represented and the value-add investment side missing.
- 06 Regulatory securities commissions, require extensive disclosure of all major assets.**

Including financial assets, physical assets, and technological assets such as patents. However, there is minimal disclosure of human capital which is, for most organizations, their largest annual operating expense.



How Global Standards Setter Organizations are Redefining ESG Reporting Requirements?

1. The European Union is issuing Corporate Sustainability Directive.
2. The International Organization of Securities Commissions (IOSCO) has set out its intention to accelerate the harmonization of sustainability standards.
3. The US Securities and Exchange Commission (SEC) has amended its rules to enhance human capital disclosures.
4. The International Financial Reporting Standards (IFRS) Foundation has agreed to consult on broadening its mandate to include sustainability issues.
5. The International Federation of Accountants (IFAC) has called for the creation of an International Sustainability Standards Board to sit alongside the International Accounting Standards Board (IASB) under the auspices of the IFRS Foundation.
6. Leading voluntary framework and standard setters including Climate Disclosure Project (CDP), the Climate Disclosure Standards Board (CDSB), the Global Reporting Initiative (GRI), the International Integrated Reporting Council (IIRC) and the Sustainability Accounting Standards Board (SASB) have for the first time committed to work towards a joint vision.
7. These developments form the natural building blocks of a single, coherent, global ESG reporting system for sustainability of corporate value creation system.





What is ISO 30414?

ISO 30414 is an international standard titled "Human resource management — Guidelines for internal and external human capital reporting." It provides a set of guidelines for organizations to report on various aspects of their human capital, both internally and externally. The standard aims to help organizations measure, manage, and report on their workforce effectively, with a focus on improving transparency and accountability. ISO 30414 provides a framework for reporting on 11 aspects of human capital, such as

- 1) **Compliance:** Adherence to labor laws and regulations.
- 2) **Costs:** Financial aspects related to human capital, such as salaries and benefits.
- 3) **Diversity:** Representation of different demographics within the workforce.
- 4) **Leadership:** Quality and effectiveness of leadership within the organization.
- 5) **Organizational Culture:** The values, behaviors, and beliefs that shape the work environment.
- 6) **Productivity:** Measures of workforce efficiency and effectiveness.
- 7) **Safety:** Workplace safety and health measures.
- 8) **Recruitment and Turnover:** Volume, quality, time to hire, exit analysis
- 9) **Skills and Capabilities:** The knowledge, skills, and competencies of the workforce.
- 10) **Succession Planning:** Strategies for maintaining leadership and talent continuity.
- 11) **Workforce Availability:** Availability of qualified personnel to meet organizational needs.





01

Identify measurement opportunities; diagnose HR financial and operational measures, understand the messages in measured data, with a view to become competitive, cost effective and yet responsive to business needs.

02

Quantify HR department's contribution to the overall bottom line, through solid, factual, and verifiable data and analyze toughest workforce decisions with easy-to-use mathematical formulas.

03

Integrate measurement analytics with action plan through benchmarking, to achieve and surpass industry standards.

04

Accessible and transparent human capital data insights enhances internal and external understanding and assessment of investment in organization's human capital, its present and future performance along with financial and non-financial returns.

05

Stakeholders view intangibles alongside tangibles data to review companies' performance. As a result, assessing whether a company is set up for sustainable growth becomes much more valid. This disruption also provides a massive opportunity for HR professionals as they understand HR practices, and how HR systems captures data to support organization's value creation cycle.

What is Purpose of Human Capital Disclosure?

Ultimate Goals of ISO 30414

01

Alignment with Business Strategy: ISO 30414 links human capital metrics to organizational goals, ensuring the workforce contributes to strategic objectives and ESG targets.

02

Enhanced Decision-Making: ISO 30414 enables HR to provide data-driven insights, leading to informed decisions on talent management and planning that align with ESG goals.

03

Improved Transparency and Accountability: Regular reporting on human capital metrics demonstrates a commitment to ethical practices and employee well-being, boosting stakeholder confidence and meeting ESG expectations.

04

Benchmarking and Comparability: Standardized HR metrics allow organizations to benchmark performance, identifying best practices and areas for improvement, enhancing overall ESG performance.

Benefits of Human Capital Disclosure Standard

01

The use of standardized and agreed data, which describes organizational value in a broadly comparable sense;

02

The improvement of HRM processes that support good practice in establishing and maintaining positive employment relations;

03

Greater understanding of the financial and non-financial returns that are generated as a result of investments in human capital;

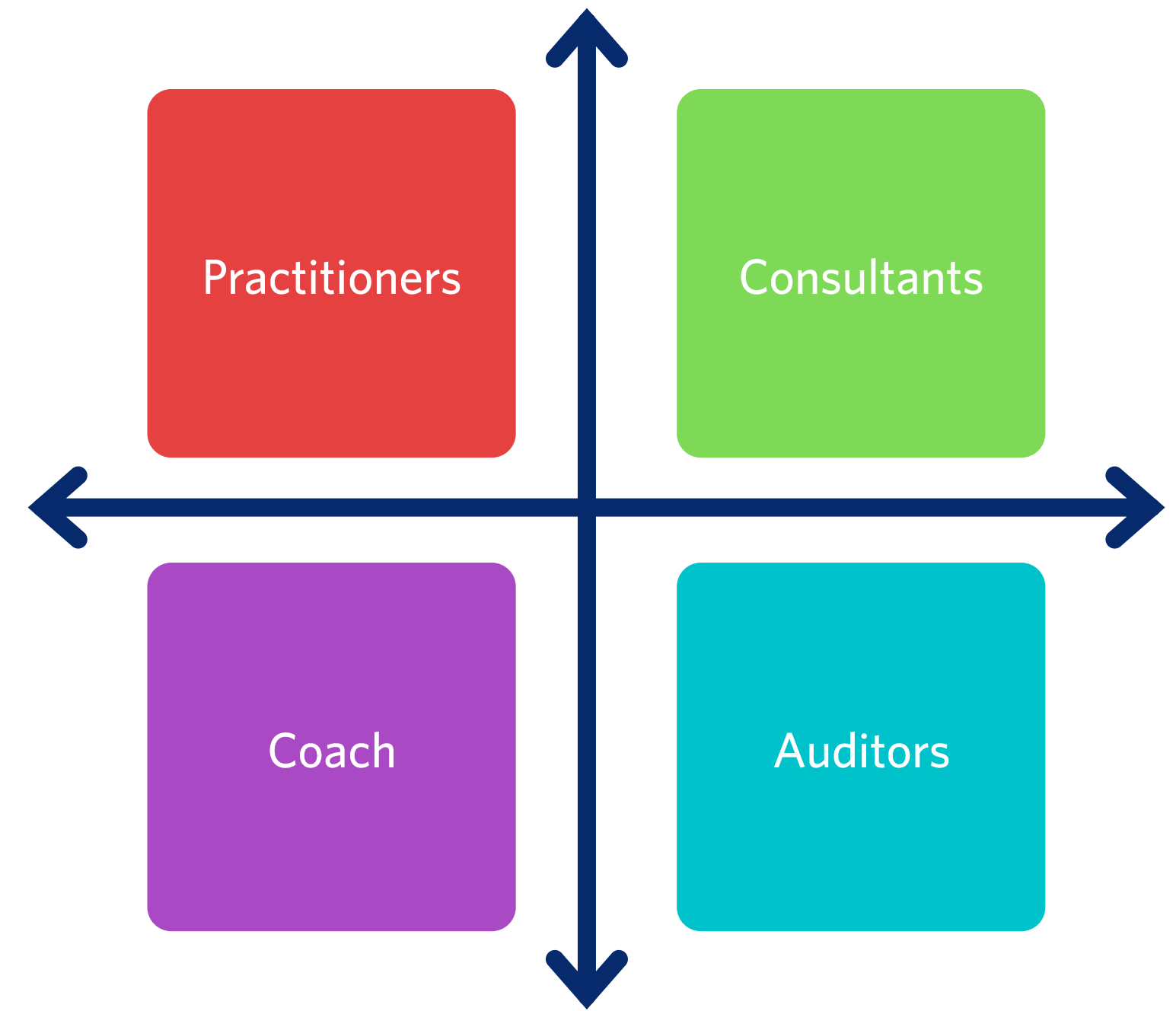
04

Accessible and transparent reporting of human capital data and insights that enhances internal and external understanding and assessment of an organization's human capital and its present and future performance.



What Services are provided by HR Metrics?

1. Diagnostic audit
2. Organizational Certification
3. Professional certification



Professional Certification
Prepares you for New Roles

Upcoming Programs & Fee

Batch 15

What is the duration of Training?

4 - 11 Nov 2024 (Mon, Wed, Fri, Mon) 2 hours via zoom
7-9 pm Pakistan time

Early Bird (valid till 25 Oct 2024)	Regular Fee (valid till 31 Oct 2024)
US \$ 800	US \$ 1000

Batch 16

What is the duration of Training?

27 Jan - 3 Feb 2025 (Mon, Wed, Fri, Mon) 2 hours via zoom
7-9 pm Pakistan time

Early Bird (valid till 15 Nov 2024)	Regular Fee (valid till 17 Jan 2025)
US \$ 800	US \$ 1000

Group Discount:

- 3-5 people: 10%
- 6-10 people: 15%
- Additionally, SHRM Member/ HR Metrics Alumni will get US \$ 100 discount on above prices



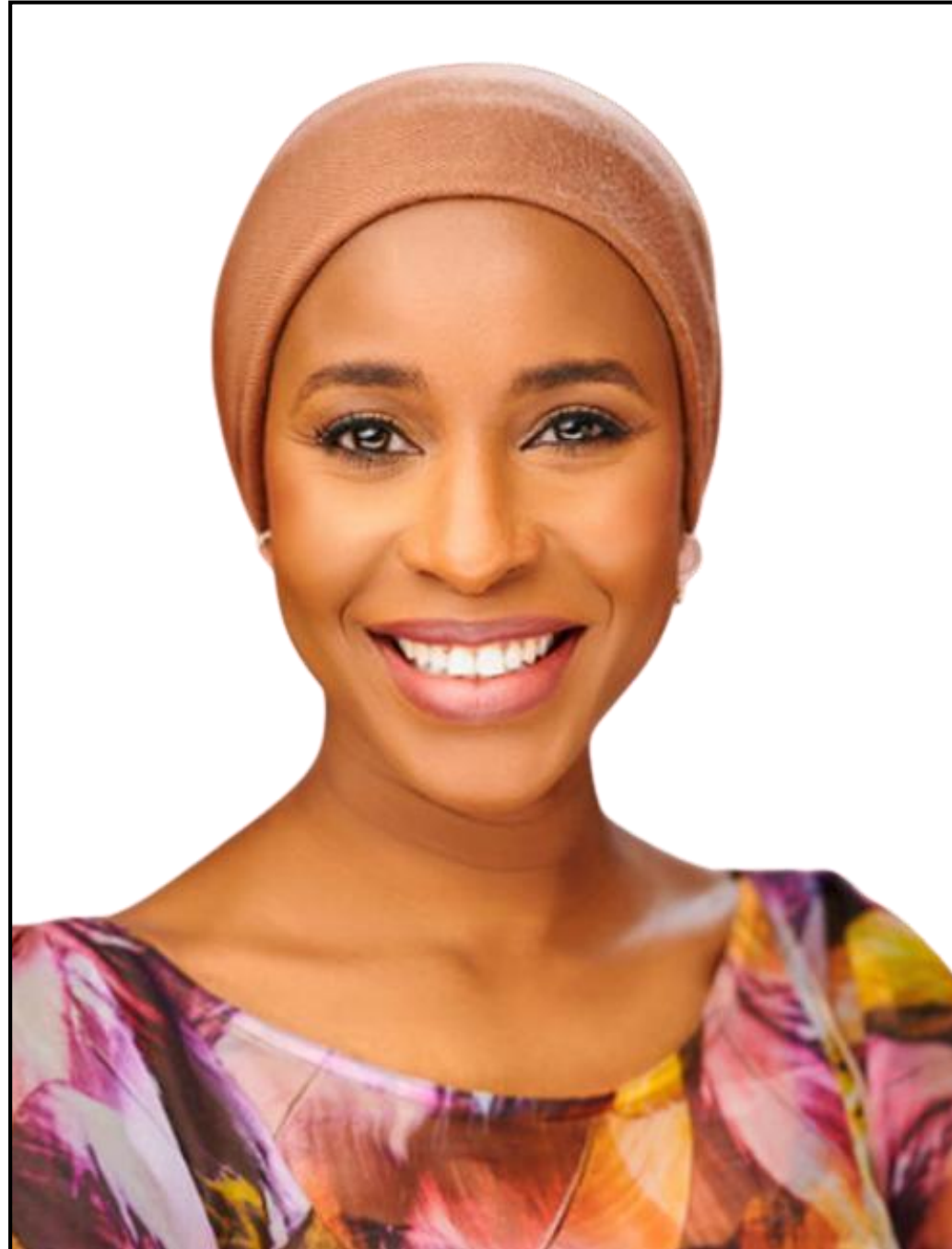
What is included in Learning Package?

- Soft Copy of ISO 30414: 2018 (HR Metrics will purchase and provide)
 - Soft copy of Training Manual
 - Problem-based metrics exercises
- ISO 30414 Certification has 2 versions as under:
- i. Certified Practitioners ISO 30414
 - ii. HR Auditors/Consultants/Practitioners ISO 30414

Exam Structure

- Learning contents/duration of both programs is same however difference lies in exam scope.
- Certified Practitioners ISO 30414 Program contains metrics proficiency test (online).
- HR Auditors/Consultants/Practitioners ISO 30414 Program contains proficiency test, audit proposal, mock audit report and judgement test.
- HR Auditors/Consultants/Practitioners ISO 30414 Exam Structure is as under:
 - i. Proficiency test: 30%
 - ii. Case study-based audit proposal and audit report: 40%
 - iii. Judgment test: 30%
- Pass marks for both certifications' exams are 70%. Those not willing/not able to pass the exam get "Certificate of Participation".

Instructor Batch 15



Aisha Garba
Chartered MCIPD

CEO
Aifa Consulting Ltd.

Aisha Garba is an accomplished executive with two decades of experience driving transformative growth, digitalization, ESG and operational excellence spanning diverse sectors, including Financial Services, Insurance, Wealth Management, Telecoms and Education. Her expertise spans a wide range of areas, including strategic planning and execution, talent management, data analytics, performance management, and organizational design.

Currently, as the founder and CEO of Aifa Consulting, Aisha is driving the firm's mission to deliver executable organizational strategies and workforce development interventions. Prior to this role, Aisha held leadership positions at Veritas Kapital Assurance (VKA), Mainstreet Bank (now Polaris), TAK Asset Management, and United Bank for Africa (UBA). In these roles, she spearheaded successful initiatives that improved operational efficiency, enhanced customer satisfaction, optimized processes, and increased revenue.

Her achievements include turning around loss-making business offices into profitable operations, improving human capital reporting to international standards (ISO 30414), enhancing employee experiences that led to higher employee engagement scores and customer satisfaction ratings, driving ESG and reducing carbon footprints. She has received international and national accolades for her innovative HR strategies (2021 People First Organization Award and 2022 HR Oscars Recognition).

Beyond her professional achievements, Aisha is passionate about mentoring aspiring leaders, promoting diversity and inclusion, and giving back to the community. She is a sought-after speaker, advisor, and thought leader, inspiring others through her dynamic leadership and relentless pursuit of excellence.

Aisha is a Chartered Member (MCIPD, UK), ISO 30414 Lead Consultant/Trainer and ISO 9001 Lead Auditor, Certified Employer Brand Leader, Certified OKR Professional, Licensed Human Practitioner (ACIPM), Chartered Insurer (ACIIN), Practitioner Chartered Quality Institute (PCQI).

Instructor Batch 16



Umer Raza Bhutta
SHRM-SCP, MCIPD

CEO & Founder
Abundance Business
and Consulting

Umer is CEO and Founder of Abundance Business and Consulting. He is Qualified Chartered Member of Chartered Institute of Personnel and Development (CIPD) UK and Qualified Senior Certified Professional (SCP) SHRM (USA). He is authorized Instructor in Pakistan for SHRM (USA) SCP and CP certifications and Qualified ISO 30414 practitioner. He is also member of Professional Skills Development committee of Lahore Chamber of Commerce and Industry.

During his professional and industry career spanning over 25 years, he served as head of HR for industry leaders in their respective industries, including Crescent Bahuman Ltd. (Textiles), Faisalabad Serena Hotel & Islamabad Serena Hotel (Hospitality) and Transworld Associates (Telecom).

Currently as CEO of Abundance Consulting he provides training, consulting, coaching and executive search services to a number of national, multinational, public and donor funded organizations. Some of his clients are Serena Hotels Pakistan, Crescent Bahuman Ltd., The Urban Unit, Stewart Pakistan Pvt. Ltd., Govt. Holding Pvt. Ltd., Govt. Holding pvt. Ltd., Thal Corporation and Almoiz Industries, TexPak Pvt. Ltd, Coca Cola Beverages Pakistan Ltd. Lahore & Gujranwala Plant, Honda Atlas Cars, Looptex Pvt. Ltd., Sitara Chemical Industries, Orange Line Metro Lahore etc. He is also involved in donor led, organizational development and business improvement projects of United Nations (Women Empowerment), USAID (HR Policy Restructuring) and GIZ (productivity enhancement and HR systems improvement).

He is authorized trainer, consultant and Coach for National Business Development Program for SMEs and for National Productivity Organization Ministry of Industries Govt. of Pakistan.

He is author of four books, these are:

- 1) "CHOOSE OR BE CHOSEN" (published 2007)
- 2) "CHAHAT" (The Want) (published 2018)
- 3) "JOBS" (Published 2022) and "BECOMING AN ENTREPRENEUR"

CEO HR Metrics



Zahid Mubarik

SHRM-SCP, SPHRi, GPHR

CEO HR Metrics

President SHRM Forum Pakistan

Member ISO HR Standards Technical
Committee 260

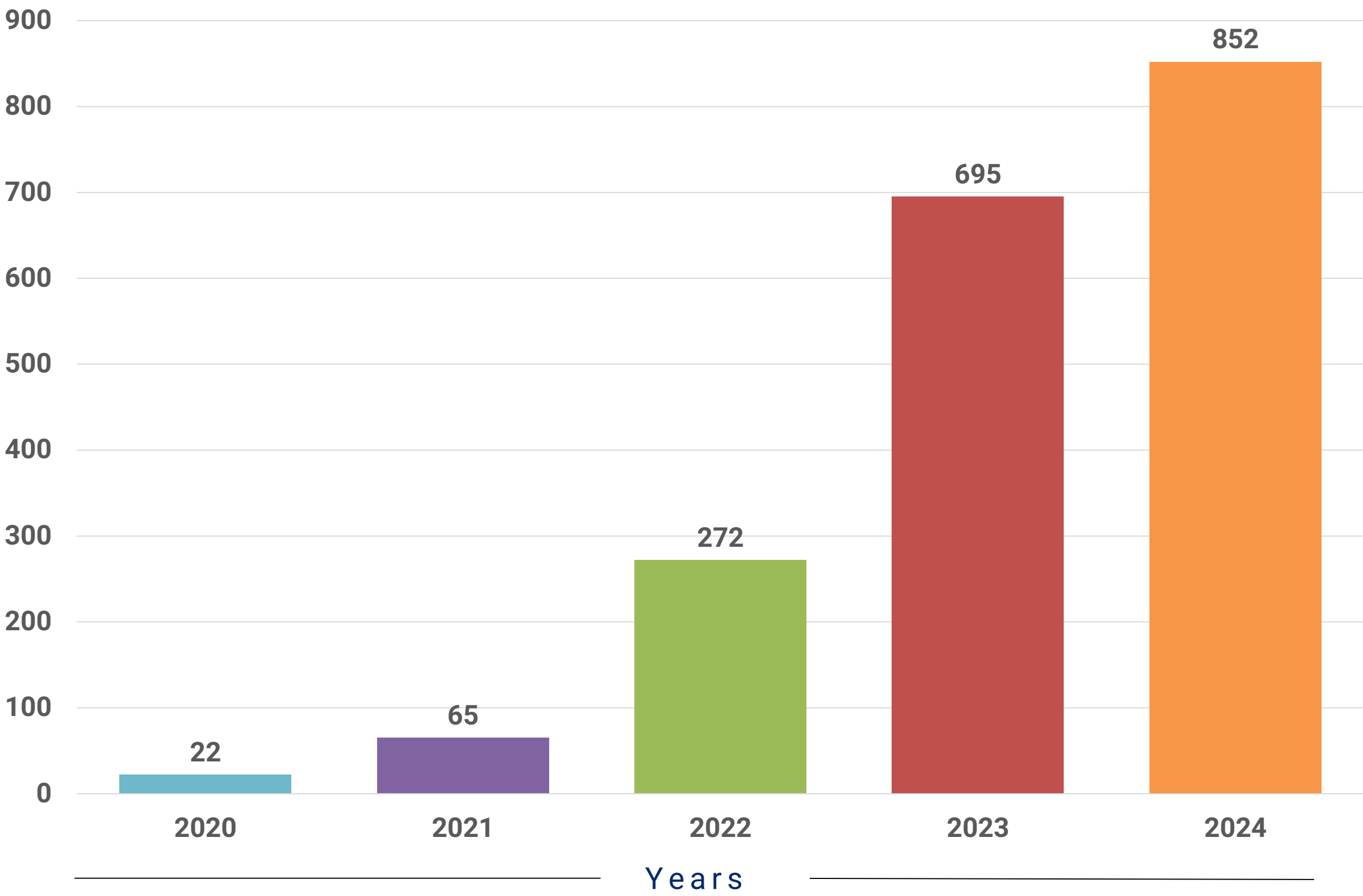
Member Pakistan Stock Exchange Task Force
on ESG

Zahid Mubarik is an internationally acclaimed visionary thinker, writer, speaker, thought leader and influencer of ISO Geneva Technical Committee 260 on human capital development, analytics, diversity and inclusion. He is the founding member for developing HR global Standards. He actively took part in ISO face to face meetings for global HR Standards development at American National Standards Institute (Washington DC), British Standards Institute (London), Standards Australia (Melbourne), The Royal Netherlands Standardization Institute (Rotterdam), Association Française de Normalisation (Paris), Singapore Standards Council, The National Standardization Agency of Indonesia (Bali) and UNI-Ente Nazionale Italiano di Unificazione (Milan). Zahid has the honor of being distinguished speaker in in-person 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/international media including Microfinance Gateway World Bank Washington, CNBC, Dawn, Business Recorder, Business Plus TV and Gulf Economist. Zahid served as Global Chair of ISO Working Group on HR Metrics Standards. During his leadership, ISO published two global HR standards including ISO 30410: Impact of Hire and ISO 30411: Quality of Hire. He also served as member of Working Group developing ISO 30414: Guidelines for Internal and External Human Capital Reporting. He groomed and facilitated certification of 700+ consultants/practitioners worldwide with a heavy concentration in Tokyo Japan. Zahid is SHRM USA Partner in Pakistan. SHRM is world largest HR association having 340,000+ members in 165 countries. He introduced SHRM competency based global HR certifications in Pakistan and developed more than 200 people. He served as Board Director, The Centre for Global Inclusion USA. He introduced Global Diversity, Equity & Inclusion Benchmarks Standards in Pakistan and facilitated 65 large multinational and national corporations in implementing Global DEI Benchmarks Standards. Zahid is a former member of Pakistan Stock Exchange and Pakistan Institute of Corporate Governance Task Force on ESG Disclosure. He has a knack in linking human capital metrics with business outcomes to transform organization on (S-Social) part of ESG. He is the Chief Editor of HR Magazine Workforce Tomorrow.



Highlighting the growth rate of ISO 30414 certified alumni, this graph reflects the expanding reach of human capital standards, demonstrating increasing global adoption and expertise in the field.

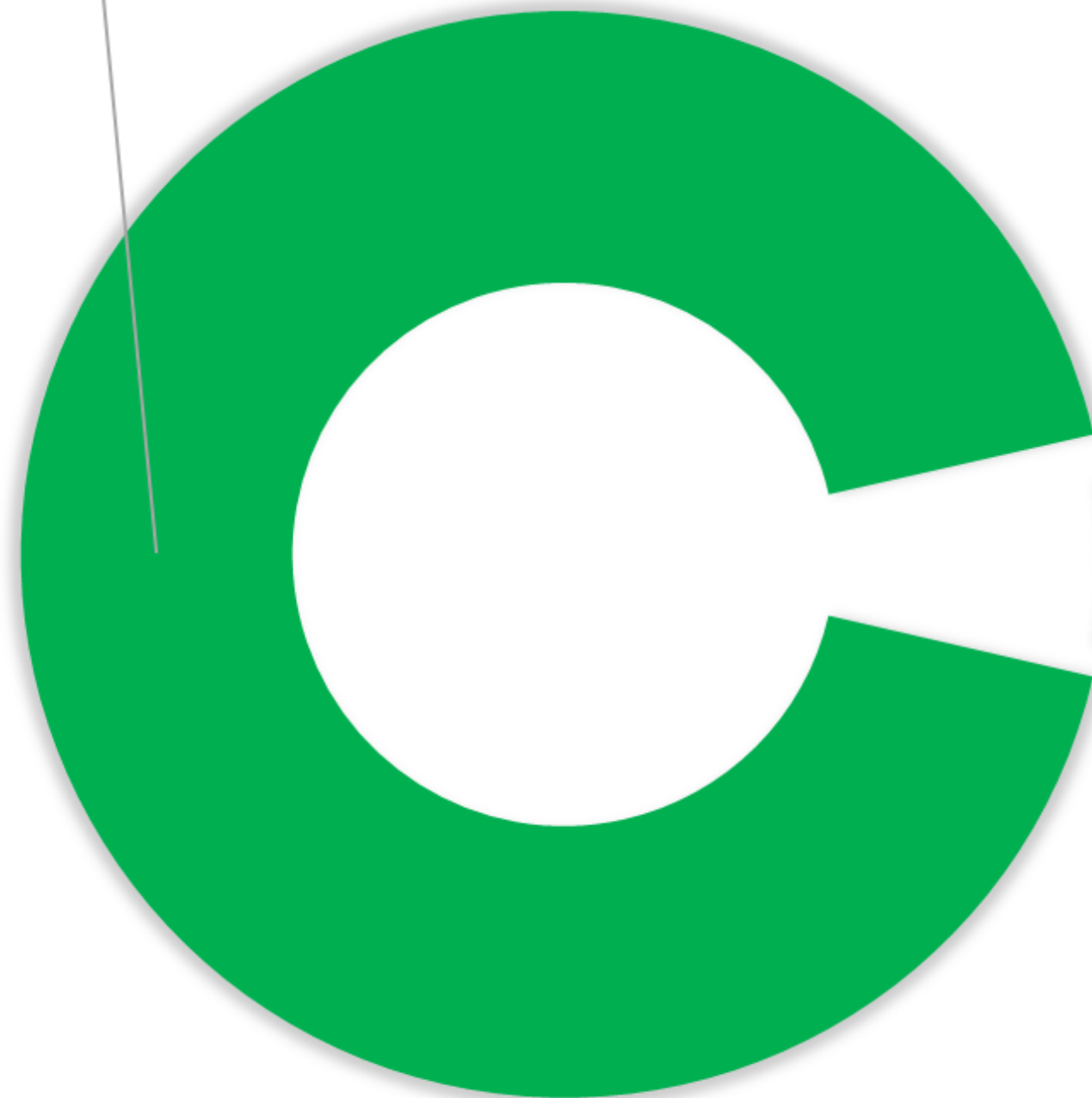
ISO 30414 Certified Alumni Growth Rate



ISO 30414 Alumni Worldwide

Illustrating HR Metrics' expertise in fostering global collaboration, this graph highlights the growth of a skilled, ISO 30414-certified workforce across multiple markets.

Japan, 791, 92.84%



Philippines, 1, 0.12%

Germany, 1, 0.12%

Australia, 1, 0.12%

Singapore, 2, 0.23%

Nigeria, 2, 0.23%

Saudi Arabia, 2, 0.23%

United States of America, 2, 0.23%

United Kingdom, 2, 0.23%

Georgia, 2, 0.23%

United Arab Emirates, 3, 0.35%

Pakistan, 43, 5.05%

- Japan
- Pakistan
- United Arab Emirates
- Singapore
- Georgia
- United States of America
- Nigeria
- United Kingdom
- Saudi Arabia
- Australia
- Philippines
- Germany

Testimonials



Shunsuke Hosaka

Founder & CEO
HCProduce Inc.
Japan

The ISO 30414 Professional Certification Program of HR Metrics provided him a lot of knowledge and practical skills that the Standard's document itself does not tell. Also, thanks to Mr. Zahid Mubarik, who has long contributed to the establishment of the ISO 30414 and shared his profound knowledge and experiences as an instructor. While the lectures provided with the details of each metric and understanding of the formulas, the case study allowed him to prepare for the real audit for ISO 30414 Standard. Owing much to this program, he was able to become the first ISO 30414 consultants/auditors in Japan, and Dream Incubator Inc. will be able to assist organizations to conform with global expectations as well as investors' growing concerns on Human Capital Management.



Nadia Akbar Huda

Director- HR
Vital Pakistan Trust
Pakistan

She always quotes: "if we cannot measure, we cannot improve"; therefore, HR analytics and metrics are very close to her heart, and that's why she feels that ISO 30414 gives us the quantitative view of our most valuable asset and resource i.e., People. Its 11 clusters show the exact performance of the HR department as well as the overall health of the organization. It not only shows the correct picture of the organization to its internal stakeholders but also depicts the growth opportunity and future viability to its external stakeholder.



Muhammad A. Laghari

Chief Human Capital Officer
ALJ International
UAE

Dr. Laghari sees People and Human Resources as a critical asset, which many organizations recognize yet fail to effectively quantify in terms of the value HR/People bring to their organization. He believes ISO 30414 adoption will not only help with quantifying the value but will also bring about transparent reporting practices. Dr. Laghari believes his ISO 30414 certification journey was an important milestone in his continuous learning journey, which helped him build on his understanding of HR concepts and metrics.

Certified Alumni of HR Metrics



GLOBAL



Ahmed Ali Zaharani
Talent Development Director
National Center for
Non-Profit
Saudi Arabia



Aisha Garba
CEO
Aifa Consulting Ltd.
Nigeria



Ani Gagau
Organisational Development,
Human Capital Management,
Learning and
Development Consultant
Georgia



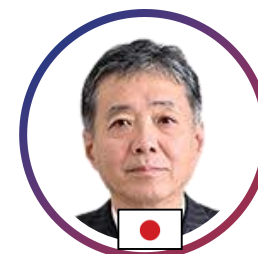
Fumie Nakao
P&C Operations Manager
Mercari
USA



Hammad Akram
Head, Organizational
Effectiveness & Rewards
SIPCHEM
Saudi Arabia



Juan Paolo Arao
Chief People Officer
TecSurge
Philippines



Kei Murakami
Executive Consultant
Kotora Co., Ltd.
Japan



**Ketevan
Gabinashvili**
Career Consultant
and Trainer
Georgia



Kohei Sugawara
Co-founder & Officer
HCProduce Inc.
Japan



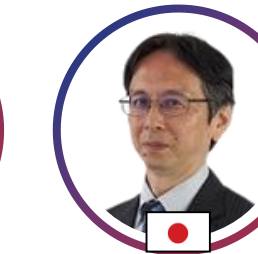
Koichiro Sugie
Director
Kotora Co., Ltd.
Japan



Lee Tee Ling
Principal Consultant
Just HR Pte Ltd
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Margaret Balogun
HR & Training Advisor
KC Gaming Networks Ltd
(Bet9ja)
Nigeria



Masanori Koide
Senior Strategy- Manager
Customer Success Group
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**Muhammad A.
Laghari**
Chief Human
Capital Officer
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Noriaki Kagawa
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CEO- High Growth Company
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Oliver Kothrade
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Electronics Europe
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Rebeca Fernández
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Dr. Sabrina Pit
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Shunsuke Hosaka
Founder & CEO
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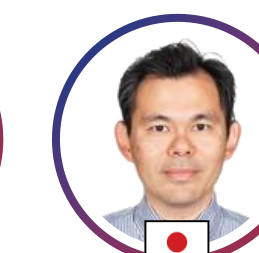
Takashi Iwamoto
Professor of Yamagata
University, & Contract
Consultant of HCProduce Inc.
Japan



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Principal Associate
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PAKISTAN



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Director- HR
Vital Pakistan Trust
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Dr. Sitwat Husain
Group Head HR
Habib Bank AG Zurich
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Rizwan Mahmud
General Manager HR,
Admin, IT and Security
AJCL (Pvt) Limited
Pakistan



M. Haroon Khan
Director People &
Organization
Mobilink Microfinance Bank
Pakistan



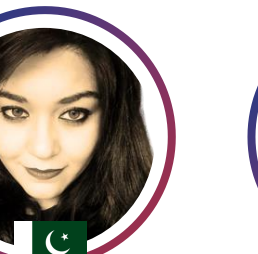
Adnan Saeed
Head of Training & OD
Ferozsons Laboratories Ltd.
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Anam Ayub
Lead - HR
Shared Services
Midas Safety
Pakistan



Ayesha Sikander
Manager HR &
Process Improvement
eshifa
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Faizan Arafat
Senior Consultant
and Facilitator
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Farooq Ahmad
Additional Director
(HR & Admin)
Punjab Healthcare Commission
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Farooq Bilal
Deputy Director HR
DHA Karachi
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Farhat Ali
Vice President
Abacus Consulting
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Fatima Chishti
HRBP
Samsung Electronics
Pakistan & Afghanistan
Pakistan

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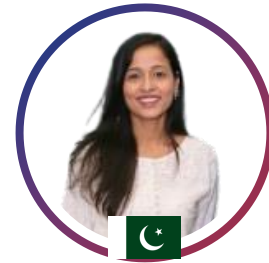
PAKISTAN



Hashim Khan
Director Administration
Defence Housing Authority
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Jehanzeb Khan
HR Professional
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Junal Maria D'cruz
HR Business Partner
Bayer Pakistan (Pvt) Ltd.
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Kashan Akram
Head of Human Resources
Cnergyco Pk Limited
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Khadija Bint Qasim
Senior Executive
FFBL
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Maryam Basit
Senior Executive
(Talent Acquisition, Learning
& Development)
FFBL
Pakistan



Mohsin Nishat
Head of Human Resources
Sustainability &
Communications
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Mills Limited
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Muhammad Bilal
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M. Waqas
Head of HR
Governance & Services
Khushhali Microfinance
Bank Limited
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M.Waqas Rafique
Head Of OD
Cotton Web Ltd.
Pakistan



Muhkam Wali Khan
Head of HR
Aga Khan Agency
for Habitat
Pakistan



Romana Aziz
HR Professional
Pakistan



Sadia Shah
Senior Officer
Performance Management
HR Metrics
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Sadia Jehanzeb
Former Senior Manager HR
Habib University
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Sameer Damani
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Midas Safety
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Dr. Samina Karim
Executive Manager
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Sana Rehman
DM Recruitment & Training
Pakistan Suzuki Motors
Pakistan



Sanna Fakher
Lead HR Business Partner
Insights Driven Research
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Saqlen Sher
Head HR Communications &
Employer Branding
NBP
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Shahina Hussaini
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Shams Iqbal
Freelance Consultant
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Sidra Jamal
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Postdoctoral Research
Fellow
International Islamic
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Syed Wasiq Ahmed Kalimi
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Tashfeen Abdullah
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HR Metrics

THANK YOU



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