

# Human Capital Competitive Index for SECP ESG S-Metrics

### Unlocking Sustainable Growth through Human Capital Analytics



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# What is HCCI?

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Human Capital Competitive Index (HCCI) is a survey-based data which informs the user organization as where does it stand on a particular aspect of human capital management with respect to peer basket companies in relevant industry; and most importantly what it does to enhance productivity to compete in the market.

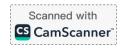
Exp: Where does your organisation stands is High Performance Rating index, Succession Readiness index, Leadership Trust index, Human Capital Investment and Return on Investment index



# What is HCCI?

# What is Context for HCCI?

The Human Capital Compliance Index (HCCI) is a strategic framework that aligns with the **Securities and Exchange Commission of Pakistan's (SECP) ESG Guidelines (2023**), emphasizing the social ("S") aspect of ESG metrics. It provides a structured approach for organizations—**both listed and non-listed**—to measure, evaluate, and enhance their human resource practices in accordance with globally recognized sustainability standards. The SECP guidelines outline **14 key HR metrics**, including workforce turnover, diversity and inclusion, compensation equity, employee health and safety, and succession planning, all of which are fundamental to fostering a **resilient** and **ethical corporate culture**. By leveraging HCCI, companies can set measurable objectives, conduct competitor benchmarking, and demonstrate a commitment to responsible business practices, thereby **fostering stakeholder trust** and **enhancing long-term sustainability**. While HCCI is particularly relevant for publicly listed companies, non-listed entities are also encouraged to adopt these best practices to improve their workforce management and overall ESG performance, ensuring they remain competitive in an increasingly responsible and transparent business environment.



# What is purpose of HCCI?

#### **Assess Organizational Performance:**

Evaluate current social practices against SECP's defined metrics to identify areas of strength and improvement.

#### **Drive Strategic Decisions**

Provide data-driven insights for improving social impact, workforce engagement, and corporate responsibility.

#### **Enhance Market** Competitiveness

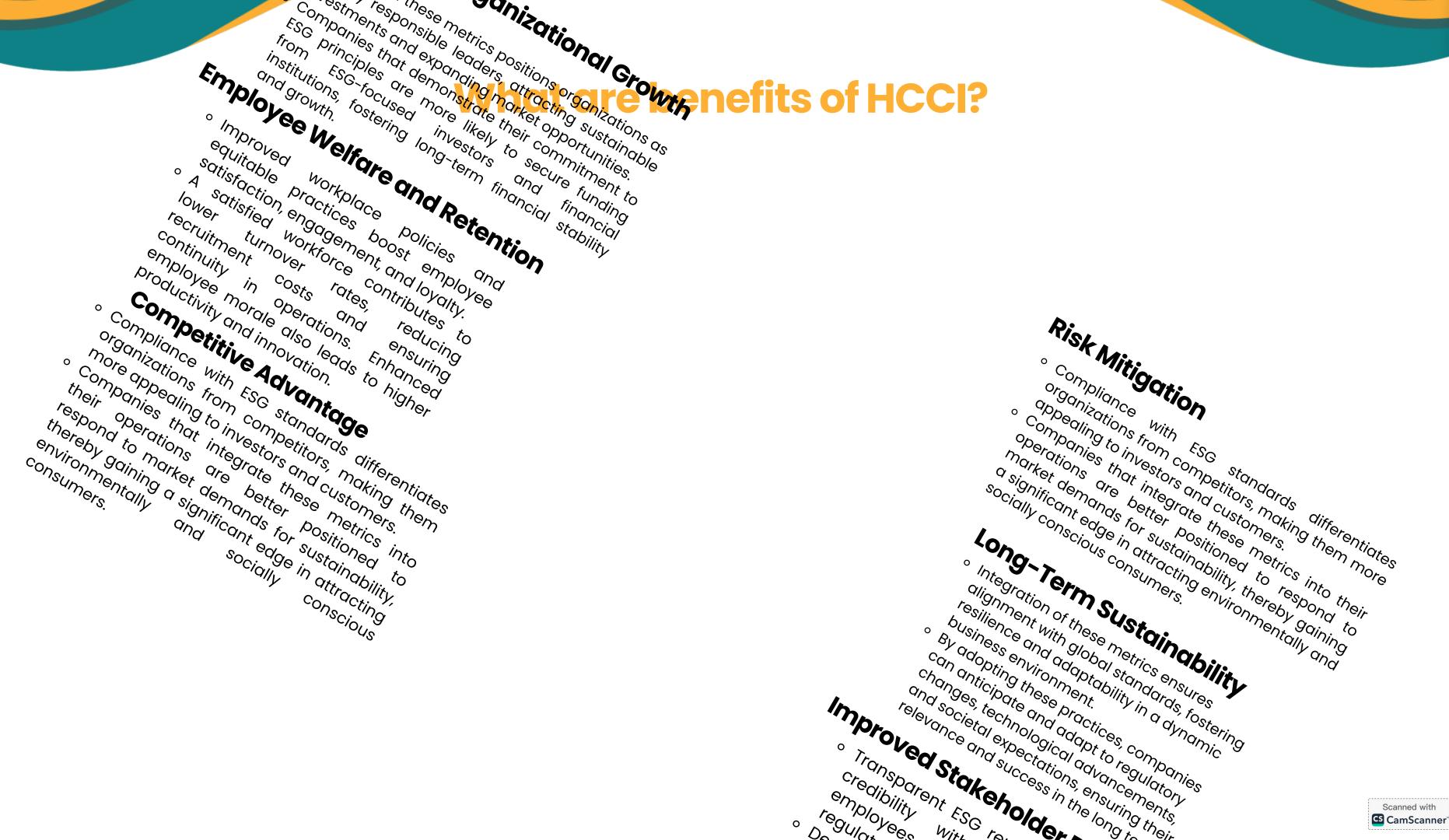
Position the organization as a socially responsible entity, attracting investors, customers, and top talent.



#### **Ensure Regulatory** Compliance

Align with SECP's ESG guidelines to mitigate risks and maintain compliance with evolving regulations.





# What is Strategic Importance of HCCI?

HCCI is not just the regulatory perspective but also numbers are the **universal language** of business. Organizational leaders prefer to take **decisions** on evidence-based data. Shareholders, board members, CEOs, CFOs all measure results. They are keen to see verifiable connections between human capital investments and leading indicators of organizational sustainability. Human capital analytics and benchmarks have thus become a differentiator between top class and traditional HR department. In the dynamic and competitive business landscape, adherence to the Securities and Exchange Commission of Pakistan (SECP) **ESG Guidelines** is not merely a regulatory requirement but a strategic imperative. By integrating these metrics into their operational and reporting frameworks, organizations can unlock a multitude of benefits, including enhanced transparency, improved employee satisfaction, and increased investor confidence. This proposal provides a detailed roadmap for organizations to implement these metrics effectively, achieve industry benchmarks, and capitalize on the competitive advantages of ESG compliance





# **14 Core Metrics for HCCI ESG** Guidelines

#### **Gender Pay Ratio**

Report the ratio of median male compensation to median female compensation. This transparency promotes pay equity and enhances organizational reputation.

### **CEO Pay Ratio**

Measure the CEO's total compensation against the median Full-Time Equivalent (FTE) compensation.

#### Year-over-Year Compensation Changes

- Full-Time Employees
- Part-Time Employees
- Contractors/Consultants

#### **Employee Turnover**

- Percentage of total headcount held by men and women.
- Percentage of entry- and mid-level positions held by men and women.
- Percentage of senior- and executive-level positions held by men and women.



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#### **Temporary Worker Ratio**

- Percentage of total enterprise headcount held by part-time employees.
- Percentage of total enterprise headcount held by contractors/consultants.

#### and Harassment Sexual Non-**Discrimination Policies**

• Grievance mechanism is in place to address incidents of harassment and violence.

### **Promotions by Gender**

Track the percentage of women and men promoted annually.



# 14 Core Metrics for HCCI ESG Guidelines

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#### **Occupational Health and Safety**

- Adherence to global health and safety policies.
- Injury rates, safety incidents, and lost production hours.
- The percentage of employees covered by health and safety insurance

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#### **Child and Forced Labor Policies**

- Policies prohibiting child and forced labor.
- Policies to suppliers and vendors to ensure ethical sourcing

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#### **Corporate Social Responsibility (CSR)**

 Document CSR activities, including total time and financial resources allocated.

#### **Training and Succession Planning**

- The number of training sessions held (e.g., skill upgradation, soft skills, health and safety)
- The number of employees trained and the gender breakdown

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### **Working Conditions**

- Complaints related to working conditions and their resolution.
- The frequency of injury events and safety incidents.

### Human Rights Policies

- The existence of a corporate human rights policy.
- These policies to suppliers and vendors to promote ethical practices across the value chain.

### Gender-Sensitive Marketing Policies

The adoption of responsible marketing communication policies with a focus on gender sensitivity.

# 15 **EBIT / Revenue / Cost / Profit Per Employee**

Evaluate and report financial productivity per employee, ensuring optimal resource allocation

#### 16 Human Capital ROI Measure returns generated from

Measure returns generated from human capital investments to assess workforce efficiency.

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### **Cost per Employee**

Analyze total workforce expenditure per employee to ensure cost-effective management

18

### HR to Operating Cost Ratio

Track HR expenses against overall operating costs for budgeting and efficiency insights

# 19

### Human Capital Value Added

Measure workforce contributions to overall business profitability and productivity.

### **Total Workforce Costs**

20 Report the total expenditure on employee compensation, benefits, and related costs

### External Workforce Costs

Evaluate costs associated with contractors and consultants for financial efficiency.

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### 22 Total Costs of Employment

Analyze all employment-related expenses, ensuring compliance with financial planning

# 23 Ratio of the Average Salary and Remuneration

Compare average salaries and remuneration packages for competitive benchmarking.



#### **Cost Per Hire**

Track the cost incurred per new hire to optimize recruitment spending.

25

### **Hiring Costs**

Report expenses associated with recruitment activities, including advertising and onboarding.



### **Turnover Costs**

Assess financial impact due to employee turnover, ensuring workforce stability.



### **Recruitment to HC Cost Ratio**

Measure recruitment costs as a percentage of total human capital expenses

### 28

### **Unfilled Vacancies Ratio**

Report the percentage of job vacancies remaining unfilled to assess hiring efficiency.

# 29 Opportunity Cost of Unfilled Vacancies

Calculate potential revenue loss due to unfilled roles, highlighting operational inefficiencies.

#### 30 **Opportunity Cost of Voluntary Turnover** Evaluate financial losses caused by voluntary employee departures

# 31 Training to HC Cost Ratio

Compare training expenditures to total workforce costs for development investments

32

#### **Compensation Cost to HC Cost Ratio**

Analyze compensation spending in relation to overall human capital costs

#### 33 Salary Cost to Compensation Cost Ratio Track salaries as a proportion of total compensation packages

#### 34 Benefits Cost to Compensation Cost Ratio Measure benefits expenditure relative to total

compensation

### **Age Diversity Ratio**

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Measure age distribution across employee segments

### **Disability Diversity Ratio**

Track the percentage of employees with disabilities, ensuring inclusivity

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### **Other Diversity Ratio**

Evaluate additional diversity metrics, including ethnicity and socioeconomic factors

38 Leadership Team Diversity Ratio) Assess diversity representation in leadership roles.

39 Employees Age Segment Ratio Analyze employee distribution across various age

brackets

### **Employees Service Segment Ratio**

Measure workforce tenure distribution to assess retention and experience levels

# Number of Qualified Candidates PerPosition Advertised

Evaluate the availability of skilled applicants per vacancy.

### 42 **Quality of Hire**

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Assess new hires based on performance and retention rates.

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# Average Length of Time to Fill Vacant Position

Track recruitment efficiency by measuring vacancy duration.

### Average Length of Time to Fill Vacant Critical Business Position:

Measure hiring speed for key business roles

#### Transition and Future Workforce Capabilities Assessment (Talent Pool):)

Evaluate succession readiness and skill gaps.

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### **Percentage of Positions Filled Internally**

Track internal mobility and promotions



### Percentage of Critical Business Positions Filled Internally

Report succession planning effectiveness for key roles

### Percentage of Critical Business Positions (in relation to other positions):

Measure strategic role allocation



### Percentage of Vacant Critical Business Positions (in relation to all vacant positions):

Assess business continuity risks due to leadership gaps

50 Internal Mobility Rate Measure employee career progression within the organization

**Employee Bench Strength** 

Assess readiness of employees to step into leadership roles

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### **Turnover Rate**

Report overall employee attrition percentage

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#### **Voluntary Turnover Rate**

Track resignations to understand employee retention

### 54 **Voluntary Critical Turnover Rate:**

Measure turnover among key business roles.

#### 55 **Turnover Reasons** Analyze employee exit motivations for improvement

### 56

### Gender-Sensitive Marketing Policies

The adoption of responsible marketing communication policies with a focus on gender sensitivity.

57 Involuntary Turnover Rate Report terminations and layoffs

58 Female Turnover Rate Measure turnover among female employees

#### 59 Female Turnover Rate in Leadership Positions

Assess retention of women in leadership roles.

### 60 Job Offer Acceptance Ratio

Track success rates of offered positions



### **Unfilled Job Ratio**

Measure vacancies as a proportion of total positions



### 63 New Hire Performance Ratio

Track productivity and performance of new employees.



#### 64 Recruitment Staff to Total Employees Ratio Measure HR staffing efficiency in recruitment

# 65 **Training Participation Rate**

Measure employee engagement in training programs

#### 66 Average Formalized Training Hours Per Employee)

Track structured learning investments per worker

67

### **Training Participation Rate by Category**

Break down training participation by skill and department

# 68

### Workforce Competency Rate

Evaluate employee skill proficiency levels

# Training Staff to Total Employee69Ratio

Measure training team adequacy

### 70

### **Internally Trained Ratio**

Report workforce development through internal programs



#### Succession Effectiveness Rate (Home Grown Leaders)

Track success of internal leadership development

72 Successor Coverage Rate Assess succession planning readiness

73 Career Growth Ratio Measure employee career progression opportunities

74

### **Career Path Ratio**

Track structured career development paths



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### **Employees Promotion Ratio**

Report promotions as a percentage of workforce

### **Employees Rotation Ratio**

Measure lateral career movements

### 76

### Leadership Trust Ratio

Measure employee confidence in leadership, ensuring effective management and decision-making.

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77

### Span of Control Ratio

Evaluate the number of direct reports per manager to optimize organizational structure

78

### Leadership Development Ratio

Track the percentage of leadership positions filled by trained internal candidates

### 79 Engagement/Satisfaction/Commitment Ratio

Measure employee morale and commitment to the organization

80

### Retention Rate (Stability Index)

Assess the organization's ability to retain employees over time

83

#### 81 Number and Type of Grievances Filed Track reported workplace concerns to ensure fair resolution processes.

# Number and Type of Concluded82Disciplinary Actions

Measure effectiveness of disciplinary procedures and compliance enforcement

#### Percentage of Employees Who Have Completed Training on Compliance and Ethics

Ensure organizational adherence to ethical and regulatory standards

#### 84 **Disputes Referred to External Parties** Track unresolved workplace disputes requiring third-party intervention

#### 85 Number, Type, and Source of External Audit Findings and Actions Taken

Assess compliance issues identified during external audits and implemented corrective actions

86

### **Grievance Resolution Ratio**

Measure the percentage of grievances successfully resolved within a given timeframe

87

### **Total Time to Handle Grievance**

Track the efficiency of grievance resolution processes

# 88

### Lost Time for Injury (LTI):

Report lost work hours due to workplace injuries, ensuring safety compliance

### 89

### Number of Occupational Accidents (Accident Rate):

Measure workplace safety by tracking the number of reported incidents.

# 90

### Number of People Killed During Work (Fatality, Death, or Mortality Rate

Assess fatal workplace accidents and implement safety improvements

# 91

#### Percentage of Employees Who Participated in Training

Measure workforce engagement in professional development programs

# 92 **Near Miss Incidents**

Track workplace incidents that could have resulted in injury or damage to prevent future risks

93 Number of Employees

Report total workforce size for resource planning and analysis

#### 94 **Full-Time Equivalents (FTE):** Measure workforce strength in terms of full-

Measure workforce strength in terms of full-time workload equivalents

# 95

### Contingent Workforce: Independent Contractors

Track the percentage of independent contractors in the workforce

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### Contingent Workforce: Temporary Workforce

Measure the reliance on temporary staff for business operations

# 97

### Absenteeism (Unplanned Leave):

Track employee absenteeism rates and identify trends affecting productivity.



# **Potenial Industries**

 Banking and finance Construction Education • Energy Healthcare Information Technology Manufacturing durable • Manufacturing non-durable Media and Entertainment • Oil & gas • Pharmaceuticals • Professional services • Renewable energy Telecommunications

Transportation & logistics



# Industry wise Indexing Process

**AWARENESS** 

**EXPRESSION OF INTEREST** 

BRIEFING

**SIGNING OF** CONFIDENTIATLITY AGREEMENT

REPORT DISSEMINATION **& BRIEFING** 

REPORT **GENERATION** 

**INDUSTRY WISE** BENCHMARKING DATA



DATA **COLLECTION** 

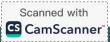
**ANALYSIS** 

DATA VALIDATION

# **PROGRAM TIMELINE**

Phase	Activities	Timeline
Awareness	Create awareness about the project.	1-30 Apr
Enrollment	Expression of Interest (EOI)	1Apr-31 May
Industry Segmentation and Signing of Confidentiality Agreement	Sign confidentiality agreements.	1 Apr-30 June
Data Collection and Validation	Collect relevant data for analysis and Validate collected data for accuracy.	1-30 July
Data Analysis and Report Generation	Analyze validated data. Draft and finalize the project report	1-30 Aug
Report Circulation and Briefing	Share the report with stakeholders. Provide a final briefing on the report	30 Sep







SECP 14 HR Metrics Benchmarks Report: Rs 250,000

Up to 50 HR Metrics Report: Rs 500,000

**Up to 99 HR Metrics: Rs 700,000** 

**Complimentary Takeaways** 

- 1. **Training on SECP 14 "S" ESG Metrics**
- 2. Guidance on annual goal setting
- 3. Guidance on how to write ESG report





# **Call to Action**

We invite your esteemed organization to embrace SECP's ESG metrics as a cornerstone of your strategic growth plan. By adopting these standards, you will not only achieve compliance but also unlock unparalleled opportunities for innovation, employee engagement, and market leadership. Let us partner in building a sustainable future that benefits your organization, your workforce, and the community at large.

For further details or to initiate your journey toward ESG excellence, please contact us. Together, we can shape a responsible and prosperous tomorrow.

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