



**ISO 30414 PROFESSIONAL CERTIFICATION**  
 (For Auditors/Consultants/Practitioners)



**GUIDELINES FOR INTERNAL AND EXTERNAL  
 HUMAN CAPITAL REPORTING STANDARD**



**GLOBAL ALLIANCE PARTNERS**

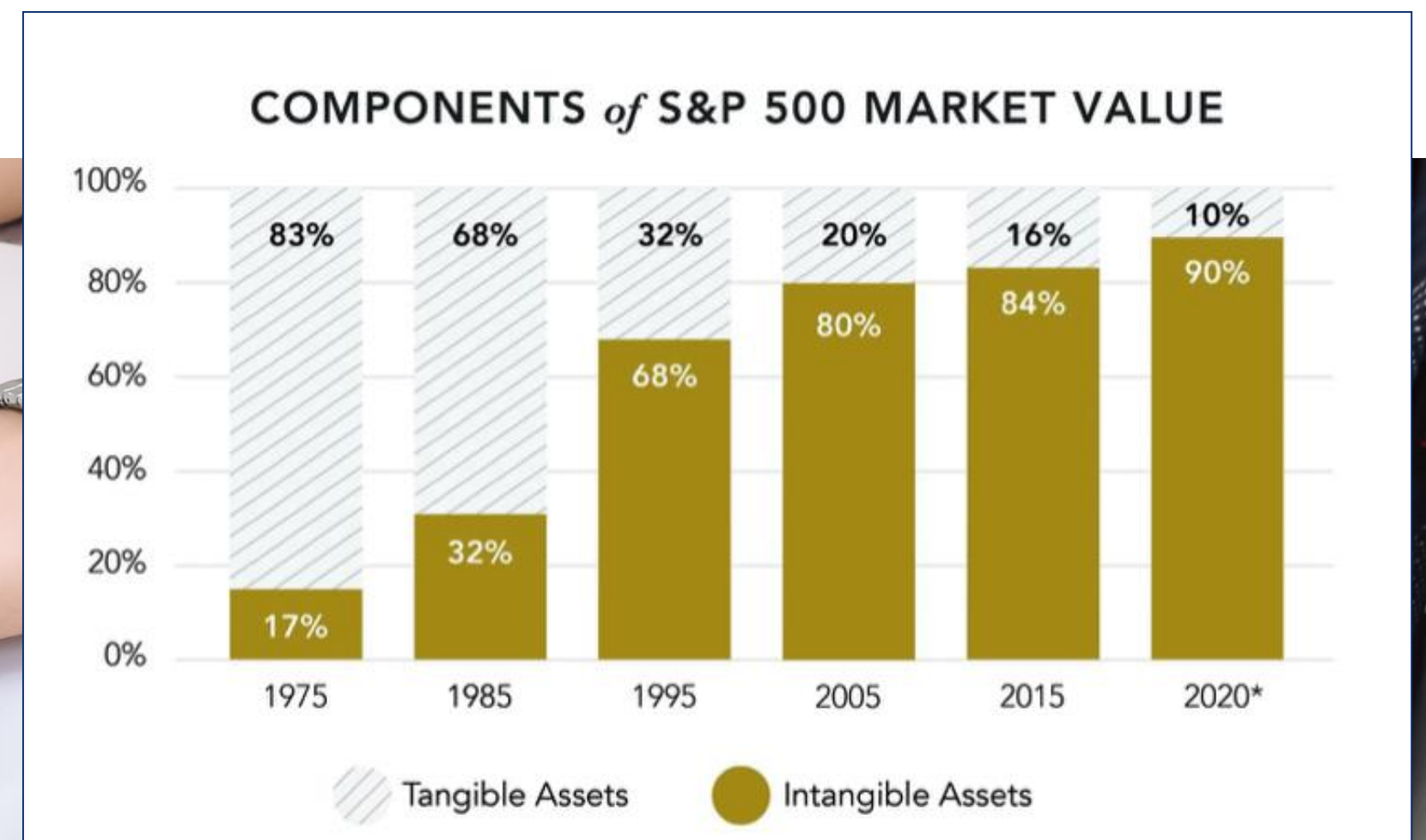


# Why Human Capital Disclosure is Important in ESG Context?

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 has issued Corporate Sustainability Directive Report.
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.

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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.

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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.

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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;

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02

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

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03

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

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04

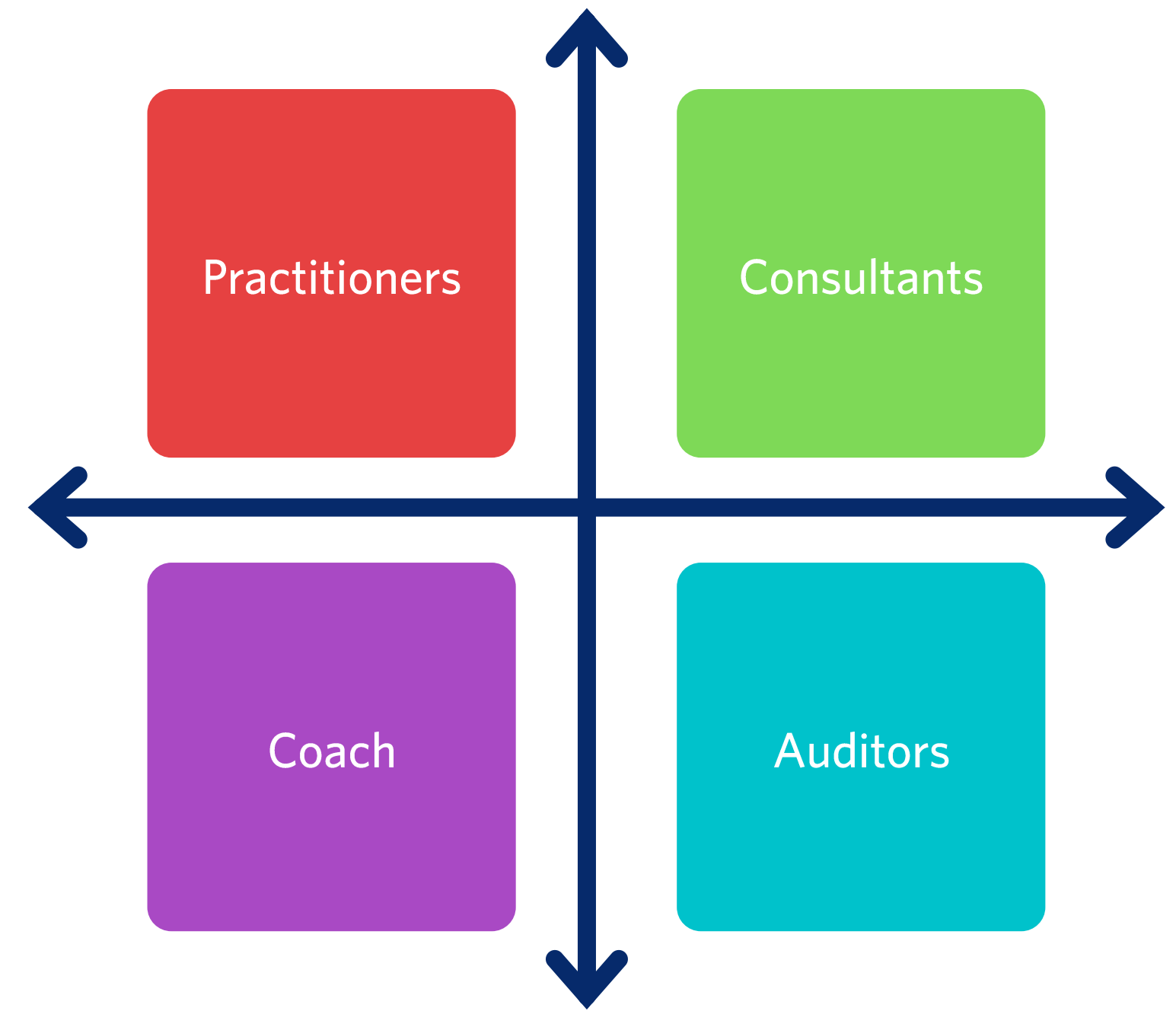
Accessible and transparent reporting of human capital data and insights that enhances internal and external understanding and assessment of an organization's human capital and its present and future performance.





## **What Services are provided by HR Metrics?**

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



**Professional Certification**  
**Prepares you for New Roles**

# Learning Options

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## Option 1: Self-Paced Individual Online Training

- a. Fee is US 1,000 \$
- b. Can be subscribed anytime.
- c. 8 recorded videos of one hour each
- d. 8 assignments of metrics computation and guidance via email

## Option 2: Instructor Led Individual Online Coaching

- a. Fee is US 1,500 \$
- b. Dates will be worked out with consultation of Coach
- c. 8 interactive online sessions of one hour each via zoom
- d. 8 assignments of metrics computation via email and guidance via zoom

# Learning Pack

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1. Soft copy of ISO 30414 (HR Metrics will purchase and provide)
2. Soft copy of ISO 30400: HR Vocabulary
3. ISO 30414 Training Manual
4. ISO 30414 Metrics computation exercises
5. Online Tuition classes



# TYPES OF CERTIFICATIONS

1. There are 2 types of certifications.
  - a. **ISO 30414 CERTIFIED PRACTITIONER:** This is meant for professionals who are interested in implementing ISO 30414 in organization.
  - b. **ISO 30414 CERTIFIED AUDITOR:** This is meant for professionals who are not only interested in implementing but also want to become auditor or consultant on ISO 30414.
2. There is no difference in the fee structure for both certification.

## Exam Structure

### 1. ISO 30414 CERTIFIED PRACTITIONER

- a. Online proficiency test containing 30 multiple choice questions.
- b. Time is one hour.
- c. Passing marks are 70%.
- d. Passed candidates will get "Certification". Those not passed or not appeared, will get "Certificate of Participation".

### 2. ISO 30414 CERTIFIED AUDITOR

- a. Online proficiency test containing 30 multiple choice questions, time is one hour. (weightage 30%)
- b. Case study-based audit proposal and audit report writing. (weightage 40%)
- c. Judgment test. (weightage 30%)
- d. Passing marks are 70% for all tests.
- e. Passed candidates will get "Certification". Those not passed or not appeared, will get "Certificate of Participation".

## Exam Retake

1. In case of not passing, exam can be rescheduled any time with a gap of at least one week.
2. Exam retake for CERTIFIED PRACTITIONER is US 200 \$ and CERTIFIED AUDITOR is US 300 \$.

# Instructor



**Dr. Sitwat Husain**  
SHRM-SCP

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CEO  
OptivizeHR

Dr. Sitwat Husain is the CEO of OptivizeHR, where he leads the charge in delivering innovative, tailored HR solutions designed to align workforces with organizational goals. Under his leadership, OptivizeHR focuses on trust, collaboration and excellence, fostering leadership development and delivering measurable results.

Dr. Sitwat Husain is a globally recognized leader in human capital management with over 30 years of experience spanning 25+ countries. He has worked with top organizations across banking, pharmaceuticals, insurance and engineering, including serving as the Global Head of HR at Habib Bank AG Zurich, where he spearheaded transformative initiatives to drive talent strategies, foster high-performance cultures, and optimize workforce engagement.

With a double major in Business Administration specializing in HR and Marketing, Dr. Sitwat brings a strategic approach to HR. As a certified trainer for SHRM-USA and HCI-USA, he has trained over 100 HR professionals, many of whom have advanced to leadership positions in prestigious organizations.

Dr. Sitwat's 12-year tenure on the HR Committee of the Board at LUMS, Pakistan's leading university, underscores his dedication to bridging the gap between academia and industry.

Beyond his professional achievements, he is passionate about mentoring young professionals, championing diversity and inclusion, and driving positive societal impact through HR practices. A sought-after speaker at national HR forums, Dr. Sitwat shares invaluable insights on the future of work, leadership, and cultural transformation.

# CEO HR Metrics



## Zahid Mubarik

SHRM-SCP, SPHRi, GPHR

CEO HR Metrics

President SHRM Forum Pakistan

Member ISO HR Standards Technical  
Committee 260

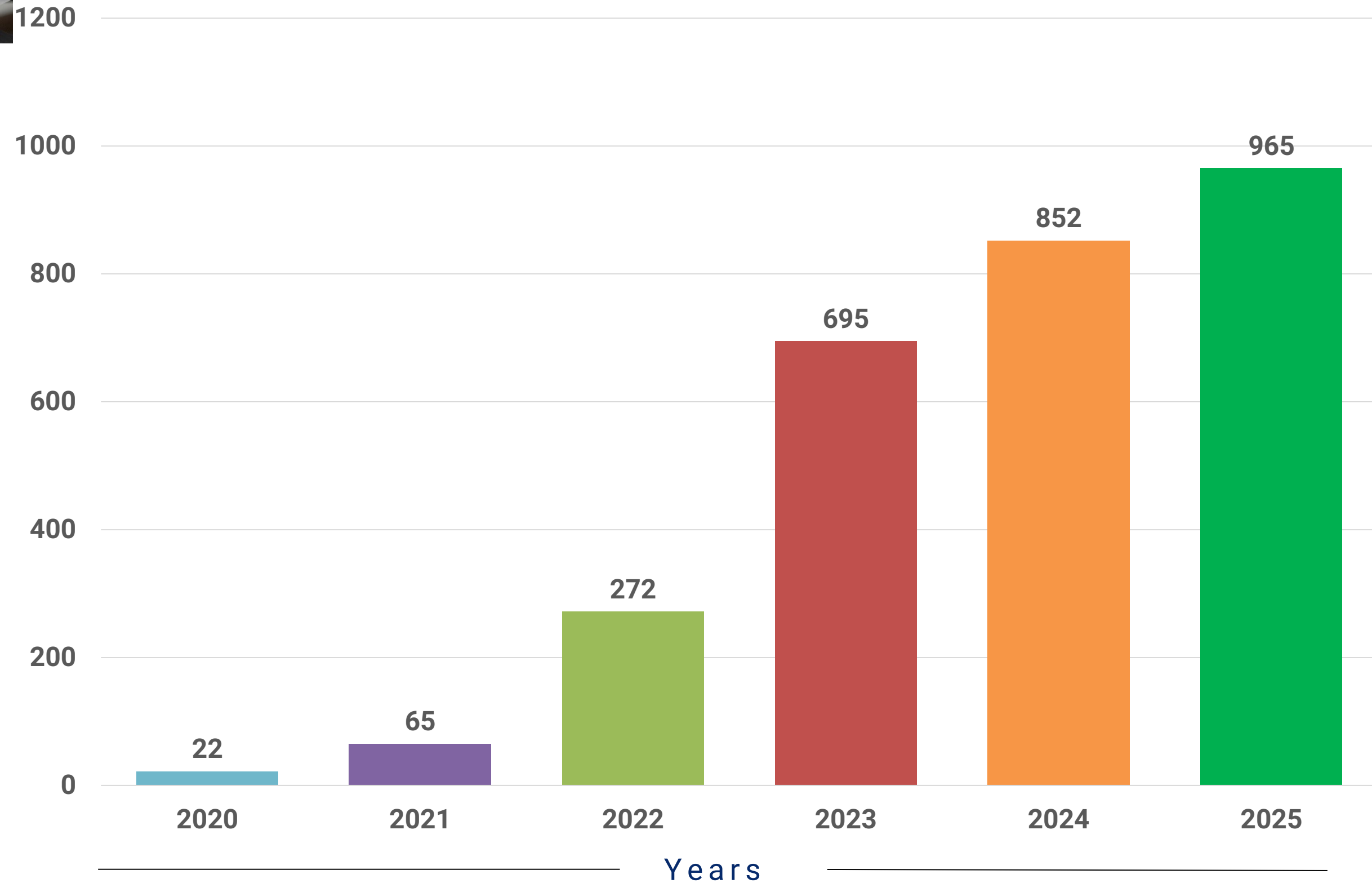
Member Pakistan Stock Exchange Task Force  
on ESG

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.

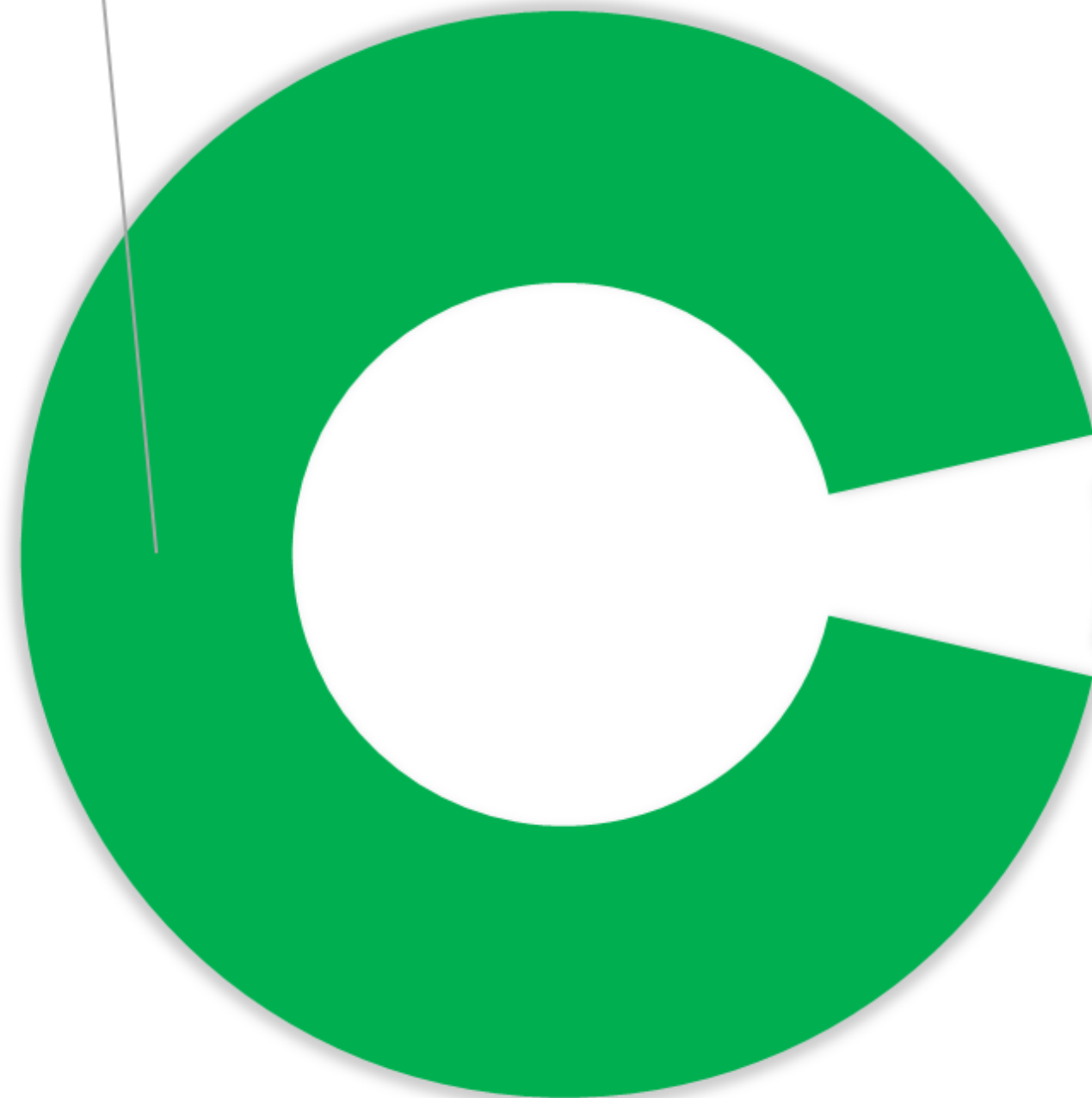
# ISO 30414 Certified Alumni Growth Rate



# 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

 <p><b>Adewalekan Arowojobe</b> CEO Leadworth Consulting Limited Nigeria</p>	 <p><b>Ahmed Ali Zaharani</b> Talent Development Director National Center for Non-Profit Saudi Arabia</p>	 <p><b>Aisha Garba</b> CEO Aifa Consulting Limited Nigeria</p>	 <p><b>Ana Gagua</b> Organisational Development, Human Capital Management, Learning and Development Consultant Georgia</p>	 <p><b>Bob Obirieze</b> Head, Zenith Learning Centre Zenith Bank Nigeria</p>	 <p><b>Fumie Nakao</b> P&amp;C Operations Manager Mercari USA</p>	 <p><b>Hammad Akram</b> Head, Organizational Effectiveness &amp; Rewards SIPCHEM Saudi Arabia</p>	 <p><b>Hongchuan Randolph Lin</b> Co-Chairman, HR Risk Chapter RIMAS Singapore</p>	 <p><b>Juan Paolo Arao</b> Chief People Officer TecSurge Philippines</p>	 <p><b>Kei Murakami</b> Executive Consultant Kotora Co., Ltd. Japan</p>	 <p><b>Ketevan Gabinashvili</b> Career Consultant and Trainer Georgia</p>	 <p><b>Kohei Sugawara</b> Co-founder &amp; Officer HCProduce Inc. Japan</p>	 <p><b>Koichiro Sugie</b> Director Kotora Co., Ltd. Japan</p>	 <p><b>Lee Tee Ling</b> Principal Consultant Just HR Pte Ltd Singapore</p>
 <p><b>Lovina Xie</b> HR Manager iNova Pharmaceuticals Singapore</p>	 <p><b>Margaret Balogun</b> HR &amp; Training Advisor KC Gaming Networks Ltd (Bet9ja) Nigeria</p>	 <p><b>Masanori Koide</b> Senior Strategy-Manager Customer Success Group Salesforce Tokyo, Japan</p>	 <p><b>Muhammad A. Laghari</b> Chief Human Capital Officer ALJ International UAE</p>	 <p><b>M. Awar Pascal Naatinmbah</b> Senior Advisor, Employee Relations. Gold Fields Limited – Ghana Assets</p>	 <p><b>Noriaki Kagawa</b> Representative Director - HR Technology Consortium, CEO- High Growth Company Co., Ltd., Japan</p>	 <p><b>Olawale Agunbiade</b> Human Resources Manager PIC Group Nigeria</p>	 <p><b>Oliver Kothrade</b> HR Director Panasonic Consumer Electronics Europe Germany</p>	 <p><b>Rebeca Fernández</b> CEO &amp; Co-Founder AwAre UK</p>	 <p><b>Rupak M. Zaidi</b> HR Consultant &amp; Senior Faculty Cambridge Academy of Professionals &amp; World Academy UK Bangladesh</p>	 <p><b>Ryan Seah</b> Director, Kairos HR Solutions Pte. Ltd Singapore</p>	 <p><b>Ryoichi Suwa</b> Associate Client Partner Korn Ferry Japan</p>	 <p><b>Dr. Sabrina Pit</b> Director Work Wiser International Australia</p>	 <p><b>Serene Wong</b> Head Group Human Resources, Hong Leong Asia Ltd Singapore</p>
 <p><b>Shunsuke Hosaka</b> Founder &amp; CEO HCProduce Inc. Japan</p>	 <p><b>Takashi Iwamoto</b> Professor of Yamagata University, &amp; Contract Consultant of HCProduce Inc. Japan</p>	 <p><b>Tamica Price</b> Client Relationship Manager Dekh Solutions The Bahamas</p>	 <p><b>Tham Chien Ping</b> Principal Associate Manager JustHR Pte Ltd Singapore</p>	 <p><b>Tipu Zaheer</b> Head of Compensation &amp; Benefits ENGIE UAE</p>	 <p><b>Tsuyoshi Hara</b> Senior Representative Japan International Cooperation Agency Japan</p>	 <p><b>William Liu</b> Senior Managing Partner Human Future Co., Ltd. Tokyo, Japan</p>							

## PAKISTAN

 <p><b>Nadia Akbar Huda</b> Director- HR Vital Pakistan Trust Pakistan</p>	 <p><b>Dr. Sitwat Husain</b> CEO OptimizeHR Pakistan</p>	 <p><b>Rizwan Mahmud</b> General Manager HR, Admin, IT and Security AJCL (Pvt) Limited Pakistan</p>	 <p><b>M. Haroon Khan</b> Director People &amp; Organization Mobilink Microfinance Bank Pakistan</p>	 <p><b>Adnan Saeed</b> Head of Training &amp; OD Ferozsons Laboratories Ltd. Pakistan</p>	 <p><b>Anam Ayub</b> Lead - HR Shared Services Midas Safety Pakistan</p>	 <p><b>Ayesha Sikander</b> Manager HR &amp; Process Improvement eshifa Pakistan</p>	 <p><b>Faizan Arafat</b> Senior Consultant and Facilitator CUBE Consulting Pakistan</p>	 <p><b>Farooq Ahmad</b> Additional Director (HR &amp; Admin) Punjab Healthcare Commission Pakistan</p>	 <p><b>Farooq Bilal</b> Deputy Director HR, DHA Karachi Pakistan</p>	 <p><b>Farhat Ali</b> Vice President Abacus Consulting Pakistan</p>	 <p><b>Fatima Chishti</b> Head of HR, Samsung Electronics Pakistan &amp; Afghanistan Pakistan</p>
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# Certified Alumni of HR Metrics



## PAKISTAN



**Hashim Khan**  
Director Administration  
Defence Housing Authority  
(DHA) Karachi  
Pakistan



**Jehanzeb Khan**  
HR Professional  
Pakistan



**Junal Maria D'cruz**  
HR Business Partner Bayer  
Pakistan (Pvt) Ltd.  
Pakistan



**Kashan Akram**  
Head of Human Resources  
Cnergyico Pk Limited  
Pakistan



**Khadija Bint Qasim**  
Senior Executive  
FFBL  
Pakistan



**Maryam Basit**  
Senior Executive  
(Talent Acquisition, Learning  
& Development)  
FFBL  
Pakistan



**Mohsin Nishat**  
Head of Human Resources  
Sustainability &  
Communications  
Sapphire Textile Mills Limited  
Pakistan



**Muhammad Bilal**  
Head of HR Operations  
Bayer Pakistan (Pvt) Ltd.  
Pakistan



**M. Waqas**  
Head of HR  
Governance & Services  
Khushhali Microfinance  
Bank Limited  
Pakistan



**M.Waqas Rafique**  
Head Of OD  
Cotton Web Ltd.  
Pakistan



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



**Romana Azaz**  
HR Professional  
Pakistan



**Sadia Shah**  
Senior Manager Performance  
HR Metrics  
Pakistan



**Sadia Jehanzeb**  
Former Senior Manager  
HR Habib University  
Pakistan



**Sameer Damani**  
HR Business Partner  
Midas Safety  
Pakistan



**Dr. Samina Karim**  
Executive Manager  
Organizational Development  
Mobilink Microfinance Bank  
Pakistan



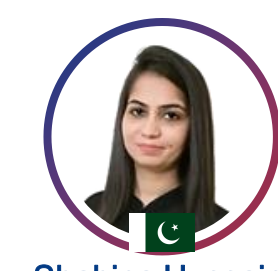
**Sana Rehman**  
DM Recruitment &  
Training  
Pakistan Suzuki Motors  
Pakistan



**Sanna Fakher**  
Lead HR Business  
Partner  
Insights Driven Research  
Pakistan



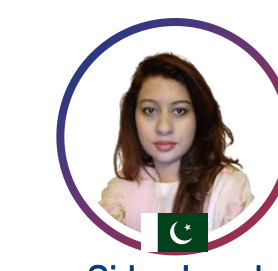
**Dr. Saqlain Sher**  
Head HR  
Communications &  
Employer Branding  
National Bank of Pakistan



**Shahina Hussaini**  
Senior Manager HR  
Policies & Governance  
HBL  
Pakistan



**Shams Iqbal**  
Freelance Consultant  
Pakistan



**Sidra Jamal**  
Deputy Executive-  
Compensation & Benefits  
Fauji Fertilizer Company Ltd.  
Pakistan



**Sikander Rathore**  
Business Partner  
Transformation Segment  
Bayer Pakistan (Pvt) Ltd.  
Pakistan



**Syed Sajid Raza**  
Senior Human Resource  
Consultant, Milan  
Solutions  
Pakistan



**Dr. Syed Qasim Shah**  
Postdoctoral Research  
Fellow International  
Islamic  
University Malaysia  
Pakistan



**Syed Wasiq  
Ahmed Kalimi**  
Manager Human  
Resources  
Aga Khan University  
Pakistan



**Tashfeen Abdullah**  
Department Head  
HR Analytics  
Faysal Bank Limited  
Pakistan



**Umer Raza Bhutta**  
CEO & Founder  
Abundance Business  
and Consulting  
Pakistan



**Usman Shabbir**  
Manager Corporate  
Administration  
PTCL  
Pakistan



**Uzair Ejaz Virk**  
Assistant Manager – HR  
Samsung Electronics  
Pakistan



**Waqas Waseem**  
Head of HR & Admin  
Askari Life Assurance  
Company Limited  
Pakistan

*HR Metrics*

THANK YOU



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