

# 15 CRITICAL HR METRICS FOR SUSTAINABLE BOARD PERFORMANCE



# This presentation includes

WHY 15 HR Metrics are critical for sustainable board performance?



How we will assist you?



Program One: Inhouse Training on 15 Critical HR Metrics



Program Two: Industry Benchmarking on 15 Critical HR Metrics



Program Three: Organizational Audit on ISO30414:2025 Standard

# Why 15 HR Metrics are critical for sustainable board performance?

15 critical HR Metrics essential for sustainable board performance because they provide a clear, measurable view of how effectively an organization manages its people—the primary driver of long-term value. These benchmarks, aligned with ISO 30414:2025, help boards assess strategic workforce capabilities, leadership quality, culture, productivity, and risk exposure with evidence-based insights. By using standardized metrics, boards can make informed decisions, enhance governance oversight, strengthen accountability of HR committees, and ensure that human capital investments directly support business resilience, competitiveness, and stakeholder trust.

# What are the strategic benefits of 15 Critical HR Metrics for sustainable board performance?

## 1. Strengthened Strategic Oversight

Critical HR metrics give board committees a clear, data-driven view of workforce trends, enabling them to oversee talent strategy, succession planning, culture, and leadership effectiveness with confidence.

## 2. Enhanced Governance and Accountability

Standardized metrics—such as those from ISO 30414:2025—allow boards to evaluate HR performance objectively, set expectations for management, and ensure accountability for human capital decisions.

## 3. Improved Risk Management

Human capital risks such as turnover, skills gaps, culture failures, compliance breaches, or workplace safety issues become visible early. This empowers committees to intervene proactively before risks escalate.

## 4. Better Alignment with ESG and Regulatory Requirements

Critical HR metrics support transparent ESG reporting and align with global standards (ISSB, ESRS, GRI, ISO 30414). This strengthens investor confidence and meets growing regulatory expectations for human capital disclosure.

## 5. Superior Long-Term Value Creation

By linking workforce investment to productivity, innovation, and financial outcomes, HR metrics help boards ensure that people-related decisions drive sustainable growth, competitiveness, and stakeholder trust.

# An Example

## Why Home Grown Leadership Index is important for board

1. A long-term review of CEO succession practices in major US indices (Russell 3000 & S&P 500) found that **77% of new S&P 500 CEOs are insiders**, and boards prefer insiders because they understand the culture and can move into the job with **minimal disruption**, which is directly linked to maintaining performance and investor confidence.
2. An analysis of unplanned CEO succession showed that companies dismissing CEOs (often leading to emergency external hires) lost an average of **US\$1.8 billion in shareholder value** compared with firms that had pre-arranged succession plans, highlighting the economic cost of weak internal pipelines.

# How we can assist you?

## • Program 1:

***Inhouse training for BODs on top 15 HR Critical Metrics for Sustainable Board Performance:*** We offer tailored, in-house training sessions for Board Directors, C Suite on the Top 15 HR Critical Metrics for Sustainable Board Performance. This program strengthens board capability by equipping directors with the knowledge to interpret human capital data, oversee talent risks and enhance governance using standardized, evidence-based HR metrics.

**Duration:** 4–6 hours delivered in flexible intervals

**Participants:** 8–15 board members or senior leaders

**Format:** Available in both in-house and virtual modes

**Price:** PKR 600,000 – 700,000

## • Program 2:

***Industry Benchmarking on top 15 HR Critical Metrics for Sustainable Board Performance:*** Our benchmarking program enables organizations to compare their human capital performance against peers within their industry. By participating, companies gain sector-specific insights into leadership pipelines, culture, productivity and workforce readiness—helping boards make informed, competitive and future-focused decisions.

**Survey Report Fee:** PKR 500,000

# How we can assist you?

## • Program 3:

**ISO 30414:2025:** We provide a comprehensive audit of your HR function based on **ISO 30414:2025**, the world's first standard for human capital reporting. Through detailed assessment and advisory support, we help organizations strengthen transparency, align with global ESG expectations, and elevate the strategic value of HR.

### **Audit Fee:**

- **Small & Medium Organizations:** PKR 4,000,000 – PKR 5,000,000
- **Large Organizations:** PKR 6,000,000–7,000,000

**Note:** Details can be developed in consultation with the client.

# Program 1: Inhouse Training on top 15 Critical HR Metrics

Worforce  
competency index

Home grown  
leaders index

Succession  
readiness index

Leadership trust  
index

Workforce  
productivity index

Human capital cost

Human Capital  
ROI index

Critical positions  
retention index

Diversity index

Pay equity index

Time to hire index

Quality of hire index

Workforce  
composition index

Workforce  
engagement/culture  
index

Net Promoter Score

# Program 2: Industry Benchmarking on top 15 HR Critical Metrics for Sustainable Board Performance

## How Benchmarking Report will look like?

Serial	Critical HR Metrics	Your company benchmark	Industry median
1	Workforce Productivity Index	2,500,000	1,850,000
2	HC ROI Index	80%	150%
3	Workforce Retention Index	88%	82%
4	Leadership Trust Index	3	4
5	Succession Readiness Index	40%	60%
6	Workforce Cost Index	190,000,000	160,000,000
7	Diversity Index	24%	20%
8	Net Promoter Score (Employee NPS)	3	2.5
9	Pay Equity Index	85%	85%
10	Quality of Hire Index	3.5	3
11	Workforce Competency Index	3.5	3
12	Home Grown Leaders Index	46%	50%
13	Time to Fill Index	25	30
14	Workforce Engagement/culture Index	71%	66%
15	Workforce Composition Index	80:20	70:30

# Target industries for benchmarking

Automotive	Banks Commercial	Banks DFIs	Banks Microfinance	Cement	Chemical	Construction
Education	Energy Distribution	Energy Exploration	Energy Refinery	Energy: Renewable	Engineering	Fertilizers
Food	Healthcare	Hospitality	Manufacturing durable	Manufacturing non-durable	Media and Entertainment	Pharmaceuticals
Professional services	Renewable energy	Retail	Social/NGOs	Telecom & IT	Textile	Transportation & logistics

**You can choose your industry and competitor companies.**

# An Example of comparator basket of Commercial banks

1. Allied Bank
2. HBL
3. MCB
4. UBL
5. Askari Bank
6. Bank Al Habib Ltd
7. Bank Alfalah
8. Bank Islami
9. Bank Makramah Ltd
10. Bank of China
11. ZTBL
12. CitiBank
13. Deutsche Bank
14. Dubai Islamic
15. Faysal Bank
16. First Women Bank Ltd
17. HABIBMETRO BANK
18. ICBC
19. JS Bank
20. Mashreq
21. Meezan Bank
22. National Bank of Pakistan
23. Pak Brunei
24. PPCBL
25. Samba Bank Ltd
26. Silkbank Ltd
27. Sindh Bank Ltd
28. SME Bank
29. Soneri Bank
30. Standard Chartered Bank
31. The Bank of Punjab
32. Bank of Khyber

# An Example of comparator basket of Microfinance banks

1. Abhi Microfinance Bank Ltd
2. APNA Microfinance bank Ltd
3. ASA Pakistan
4. Halan Microfinance bank
5. HBL Microfinance Bank Ltd
6. Khushhali Microfinance Bank Ltd
7. LOLC Microfinance Bank
8. Mobilink Microfinance Bank Ltd
9. NRSP Microfinance Bank Ltd
10. Sindh Microfinance Bank Ltd
11. Telenor Microfinance Bank Ltd
12. U Microfinance Bank Ltd

# An Example of comparator basket of FMCGs

## Multinational FMCGs

1. Unilever Pakistan
2. Nestlé Pakistan
3. PepsiCo Pakistan
4. Coca-Cola Pakistan
5. Colgate-Palmolive Pakistan
6. Reckitt Benckiser (RB)
7. FrieslandCampina Engro (Olper's)
8. Mondelez International
9. Red Bull Pakistan
10. L'Oréal Pakistan
11. Henkel
12. Philip Morris Pakistan (Tobacco)
13. British American Tobacco (BAT)

## Leading Local FMCGs

14. Engro Foods
15. Shan Foods
16. National Foods
17. Tapal Tea
18. K&N's
19. Dalda Foods
20. Mitchell's
21. Ismail Industries
22. Hilal Foods
23. Sufi Group (
24. Habib Oil Mills
25. Mezan Oil
26. Hamdard Pakistan
27. Qarshi Industries
28. Shezan International
29. Gourmet Foods
30. Fauji Foods (Nurpur)
31. Adam's Milk Foods
32. Millac Foods
33. Pure Foods
34. Kolson Foods
35. KnN's (Poultry FMCG)
36. Everest Spices (Pakistan operations)
37. Popular Biscuits
38. English Biscuit Manufacturers

# An Example of comparator basket of DFIs

1. House Building Finance Company Ltd
2. PAIR Investment Company Limited
3. Pak Libya Holding Company
4. Pak Oman Investment Company
5. Pakistan Kuwait Investment
6. Pakistan Mortgage Refinance Company Ltd
7. Saudi Pak Industrial & Agricultural Investment Company Limited

# An Example of comparator basket of Manufacturing Sector

## **STEEL**

1. Aisha Steel Mills
2. Amreli Steels
3. International Steels Limited
4. Mughal Steel

## **CEMENT**

5. Lucky Cement
6. Maple Leaf Cement
7. DG Khan Cement
8. Bestway Cement
9. Fauji Cement

## **AUTOMOTIVE**

10. Indus Motor Company
11. Pak Suzuki Motors
12. Honda Atlas
13. Al-Ghazi Tractors
14. Millat Tractors
15. Gandhara Industries

## **CHEMICAL**

16. Engro Polymer & Chemicals
17. Sitara Chemical Industries
18. Ittehad Chemicals

19. Lotte Chemical Pakistan

## **ELECTRONICS**

20. PEL
21. Siemens Pakistan
22. Dawlance
23. TESLA Industries
24. Inverex
25. HMC
26. KSB Pumps Pakistan

# An Example of comparator basket of Manufacturing Sector

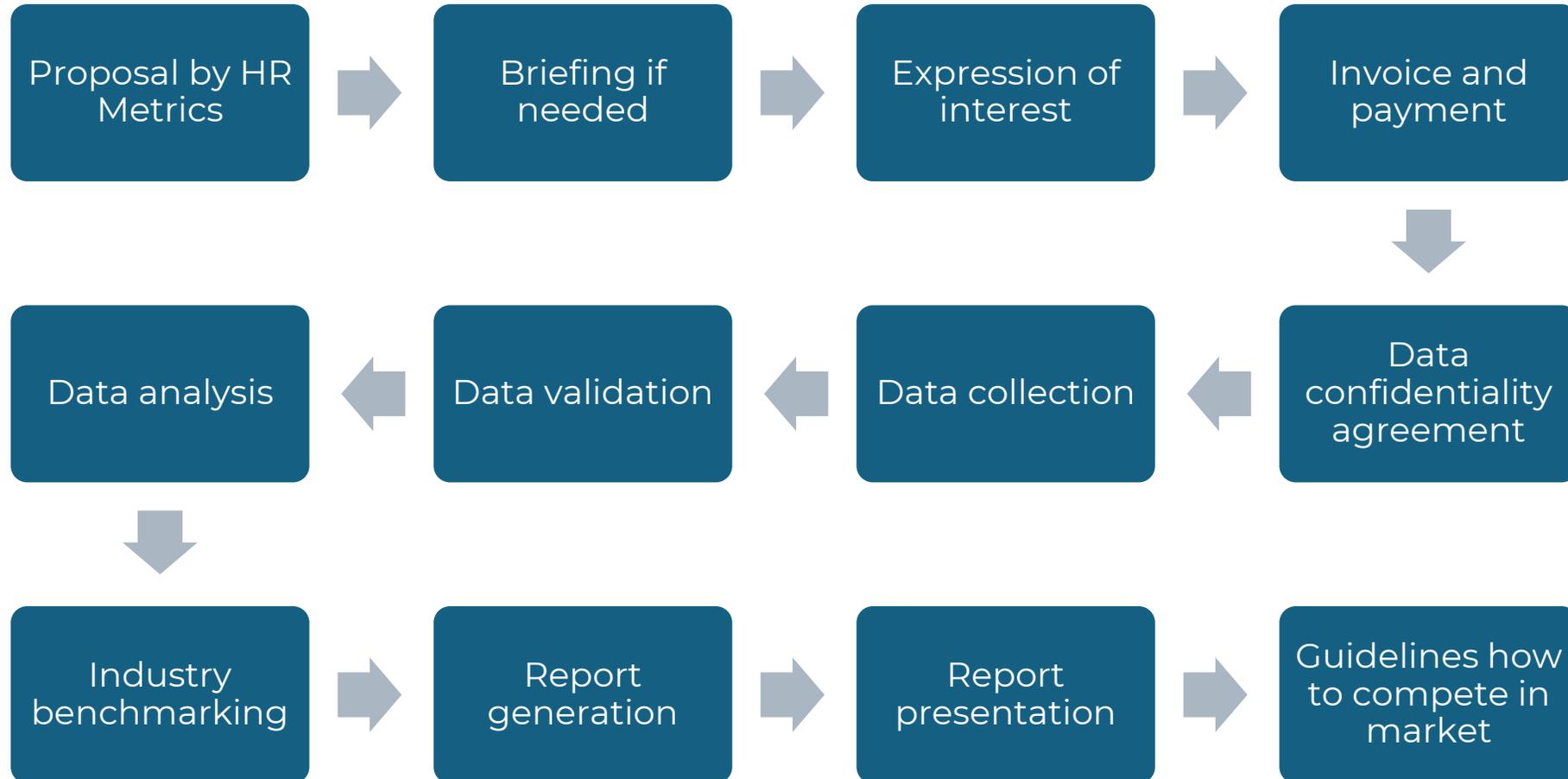
## PHARMACEUTICAL MULTINATIONAL

1. GSK (GlaxoSmithKline)
2. Pfizer
3. Novartis
4. Sanofi
5. Roche
6. Abbott
7. Bayer
8. Merck/MSD
9. Johnson & Johnson
10. Novo Nordisk
11. AstraZeneca
12. Hikma Pharmaceuticals
13. EliLilly
14. Amgen
15. TakedaSandoz (Novartis division)

## PHARMACEUTICAL NATIONAL

16. Getz Pharma
17. Hilton PharmaSami Pharmaceuticals
18. Martin Dow
19. PharmEvo
20. Highnoon Laboratories
21. Obs Pharma
22. Barrett Hodgson Pakistan
23. Ferozsons Laboratories
24. Searle Company
25. Tabros Pharma
26. ZAFA Pharmaceuticals
27. ATCO Laboratories
28. Macter International
29. Werrick Pharmaceuticals
30. Genix Pharma
31. MediSure
32. Route2Health
33. Herbion

# What are the steps for benchmarking?



## **Pre-requisite for industry benchmarking**

1. Industry benchmarks can only be available when we have at least 4 or more companies in peer basket, who are willing to share their human capital data for benchmarking.
2. HR Metrics assures full confidentiality and data protection. We will sign a data confidentiality agreement with client.

# Program 3: Organizational Audit on ISO30414:2025 Human Capital Disclosure Standard



# What's next?

If you are interested to proceed further, please [click here](#) to attempt a need assessment survey, or contact [info@thehrmetrics.com](mailto:info@thehrmetrics.com) or visit [www.thehrmetrics.com](http://www.thehrmetrics.com)



# About HR Metrics

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Created in 2012, HR Metrics is a consulting and advisory firm specializing in sustainable people analytics, global HR standards, professional competencies, and inclusion strategies. We support organizations in making data-driven decisions to enhance workforce performance and long-term value. Our purpose is to build inclusive cultures, strengthen HR capabilities, and drive social impact through human capital disclosures, DEI standards, and HR competency frameworks.

## Purpose

Our purpose is to empower organizations to build capabilities in creating inclusive cultures, enhancing HR effectiveness, driving meaningful societal impact, and embracing stakeholder capitalism through the effective implementation of Global Diversity, Equity, and Inclusion Standards, HR Management Competencies, and Human Capital Value Creation standards. We are driven by a commitment to fostering environments where every individual thrives, contributing to positive change in their workplaces and communities worldwide.



# Our Services

## Human Capital Analytics Standard

Human Capital Analytics at HR Metrics empowers organizations to transform workforce data into strategic insights that drive business outcomes. We support companies in building a strong analytics capability by helping them systematically collect, organize, and analyze their human capital data. Using two integrated frameworks Human Capital Analytics Consultancy, Human Capital Disclosure and ISO 30414 Auditor Certification— we guide organizations in measuring what truly matters: the capabilities of their HR teams, the impact of their people strategies, and the value their workforce creates over time.

## SHRM HR Competency Standard

HR Metrics helps organizations build strong, future-ready HR functions through the implementation of the SHRM HR Competency Standard, a global framework that shapes strategic and business-focused HR professionals. The SHRM-CP and SHRM-SCP standards outline the skills, behaviors, and knowledge HR teams need to effectively align people practices with organizational goals and drive business performance. The framework is built on 9 behavioral competencies—such as Leadership & Navigation, Ethical Practice, Communication, and Critical Evaluation—and 14 technical competencies.

## Diversity & Inclusion Standard

At HR Metrics, we believe Diversity, Equity, and Inclusion is not just a practice, it's a principle embedded in the way we work, advise, and grow. DEI ensures that individuals from all backgrounds have fair access to opportunities, feel valued, and can contribute meaningfully to the workplace. To promote this vision, we established the Diversity Hub, a knowledge and resource center designed to guide organizations in applying global best practices in DEI. Through this platform, we run key initiatives such as the Global DEI Benchmarks Assessment & Awards and Women Leaders for Boards Directory all aimed at building inclusive, equitable, and high-impact workplaces.



# Thank You

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