

Key human resource performance indicators and indices show you where you're at and where you need to get to.

Our indices

Attractive Employer Index AVI®

Gender Equality Index JÄMIX®

Health index

Foreign background indicator



Using human resource performance indicators

Measure Compare Analyse Act

Measure – this is the first step in your analysis. It requires clear definitions so that you can make comparisons and draw conclusions from the indicators.

Compare – a performance indicator without comparisons doesn't tell you much.

You need to compare with others, with yourself over time, with your stated goals or with some other factor to be able to judge whether your result is good or poor.

Analyse – Comparisons often give rise to questions. What do things look like this? Are we satisfied with the result? There's usually a good explanation, but the questions need to be asked and the answers found.

Act – and make it real. This is for your company or organisation to decide. Does something need to be done, what, by whom, how and when? Draw up an action plan that you can evaluate using next year's survey.

Performance indicators motivate action

Performance indicators provide new insight, have a real purpose and act as a mobilising force.

In strategic HR work, key performance indicators and the comparability they bring are invaluable.

They provide a simple overview of how things look in our workplaces, in particular when compared to others in the same industry. What are others doing so well that we can also start doing? The overview can easily be used as a platform for setting and following up measurable HR targets.

Having the right people, with the right development and the right opportunities creates a far better business result.



Why does understanding and comparing your key HR performance indicators pay off? Some common reasons our clients do it.

Why is it good to measure how attractive my company is an employer?

"In the competition for attracting and retaining the best talent, it's incredibly important for us to know if we are as attractive an employer as our colleagues in the industry."

"The metrics give us a solid decision-making foundation for the actions we need to take to further improve and reach our overarching objectives."

"We can really easily link HR issues to our business results by using key HR performance indicators."



Why is it good to measure gender equality within our organisation?

"It's proof that our leadership dares to take a stand on this issue."

"In our business, gender equality helps us deliver the right client service and build good client relationships."

A metric motivates action and shifts gender equality from a "female" issue to an important strategic issue for everybody.

Privacy. All information held in Nyckeltalsinstitut's different indices and reports is confidential.

Attractive Employer Index AVI®

Show your strengths

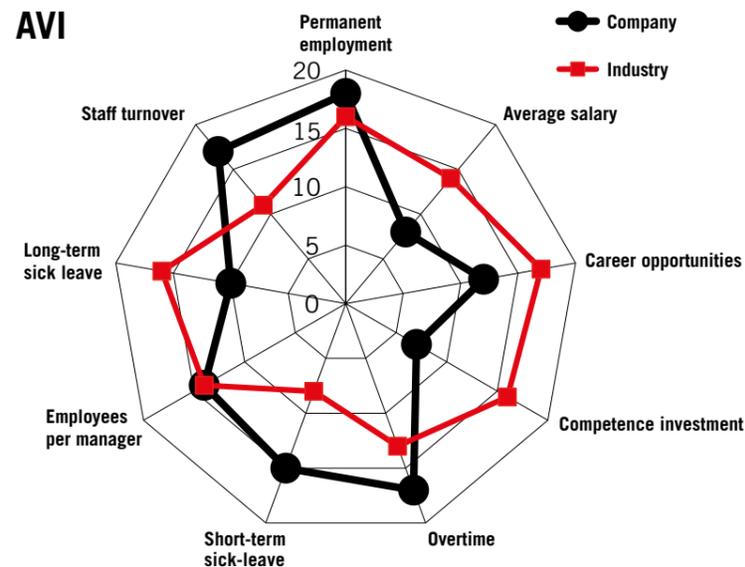
“... and find out where your weaknesses are”



Attractive Employer Index AVI® reflects working conditions from the employees' perspective, and reveals how attractive the employer is compared with other organisations and companies.

Our starting premise is that, in a world where competence is a critical success factor, employers will need to offer good working conditions to be able to retain and recruit the right people.

Not least, they need to offer competitive working conditions.



Nine key indicators.

Nyckeltalsinstitutet has combined the nine most relevant indicators, which indicate how good your working conditions are, into a comprehensive Attractive Employer Index AVI®.

- Employment security
- Salary level
- Equal career opportunities
- Competence investment
- Overtime
- Short-term sick leave
- Employees per manager
- Long-term sick leave
- Staff turnover

The more points the company/organisation has, the more attractive an employer it is.

Nyckeltalsinstitutet's survey shows how strategic HR performance indicators help to achieve the company's overall targets. The overview also compares the company's results to its industry peers and to other participating organisations.

Examples of strategic HR performance indicators include:

Employees per manager - a lower number enhances employee satisfaction and reduces sick leave.

Proportion of temporary employees - the higher the number the greater the flexibility for managing peaks in workforce requirements.

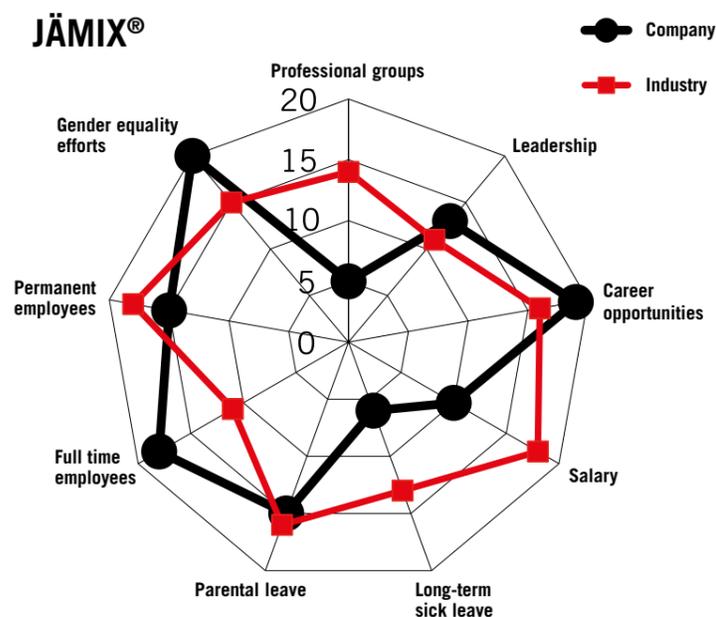
Gender Equality Index JÄMIX®

Create success through equality

Nyckeltalinstitutet's Gender Equality Index, JÄMIX®, summarises the level of gender equality in your organisation and allows you to compare with other participating organisations.

The index comprises nine simple, measurable indicators that represent the core aspects of gender equality in a company or organisation.

Experience has shown us that these comparisons create a forum for discussion, shared experiences and in the longer-term, a positive development for



The nine key indicators

- Professional groups
- Top leadership
- Career opportunities
- Salary levels
- Long-term sick leave
- Parental leave
- Full time employees
- Permanent employees
- Gender equality efforts

Key indicators keep us goal-oriented when pursuing gender equality issues.

To have the greatest impact, gender equality needs to be an item on the leadership agenda. Otherwise it risks becoming marginalised.

In this regard, key performance indicators and comparisons are invaluable.

JÄMIX® is a useful tool in supporting gender equality efforts. It provides companies and organisations with a simplified view of the level of gender equality for both men and women. And it's particularly useful for comparing with others in your industry. What are others doing so well that we can also start doing? JÄMIX® can easily be used to support the gender equality plan.

“No employees, no revenues. That's why we have to think economically when it comes to employees. Conserve your precious resources, don't waste them, look after them well and you'll enjoy great rewards. It's pretty obvious that an equal employer creates greater success (in an organisation where men and women, Swedish and foreign, have equal opportunities and conditions). And remember, the key indicator isn't the answer, it's the question: Are we on the right path?”

PROFESSOR BINO CATASÚS



Health index

—measures health inside the company

Nyckeltalsinstitutet has combined the nine most relevant indicators that show employee health and well-being, into a comprehensive Health index.

Each indicator is measured and your results are compared with other companies and organisations, as well as with your own organisation over time.

Health index can be used as a health audit for the business where the key indicators describe your employees' health.

Health index includes the following nine indicators:

1. Number of employees in good-health
2. Number of incidences of illness
3. Number of cases of rehabilitation
4. Rehabilitation risk
5. Rehabilitation trend
6. Short-term sick leave
7. Long-term sick leave
8. Fitness benefits
9. Workplace wellness programmes



Why map out health and well-being?

The costs of poor health and sick leave are high, both for the individual and the organisation. So there's a great incentive for companies and organisations to invest in lower absenteeism, higher, healthier workplace presence and programmes that encourage wellness. These should be viewed as strategic issues, managed by leadership teams, requiring measurable, financial results.

The baseline requirement should be a mapping out of the current situation.

“ It doesn't matter how fast you run – if you run in the wrong direction ”

Definition of health

Good health means feeling well and having sufficient resources to be able to complete one's day-to-day activities and achieve one's goals.

By mapping out its health status using a health audit, the company opens the possibility of comparing health issues with other companies and can thereby direct efforts to maximise success.

“ Used well, key performance indicators can be the difference between progress and stagnation. ”

PROFESSOR BINO CATASÚS



Foreign background indicator

Measure “diversity” in your company

Diversity includes many different factors which is why we have decided to name our index “Foreign background indicator” to clarify the elements we can measure using employee financial data and indicators.

These indicators show what the personnel structure and equal treatment situation looks like in your company/organisation from a Swedish or foreign background perspective.

Within “foreign background”, we help you process, map out and report on the following indicators, amongst others:

- Age
- Salary
- Career opportunities
- Employment security
- Working hours
- Recruitment
- Staff turnover
- University education
- Length of employment

If desired, we can develop specific indicators for your organisation, such as:

Business area, position/level, professional groups, etc.

The company/organisation’s employees are categorised according to their backgrounds as follows, or according to company specific requirements: Swedish background, Scandinavian background, European background, Non-European background

We use the standard definition of “foreign background” as used by SCB (Swedish Central Statistics Agency): Overseas origin = born in another country or both parents born in another country.



Focusing on diversity with clear goals is critical, but how do you get started? One approach is to map out, analyse, set targets and follow up activities.

From a business perspective, diversity is about cherishing resources. Irrespective of background, gender, age and so on, all employees should be given equal opportunities, to the same extent. Otherwise we both waste resources by not using competences to their fullest, and we create risks by over-relying on only one type of competence.

Research shows that the more complex the work tasks, the more important it is to have heterogeneous working groups. Diversity in people brings diversity in ideas for the best possible solutions and results.

There are many other benefits of diversity: What kind of reputation does a company have that doesn’t invest in diversity?

How does diversity impact our ability to recruit and retain the best talent?

What do shareholders think if the company ignores the question of diversity?



“What gets talked about gets done – if we measure it!”

PROFESSOR BINO CATASÚS



Nyckeltalsinstitutet’s mission is to provide key indices that give companies an overview and greater understanding of their most important resource – their people – and drive successful personnel-related decision making.

Nyckeltalsinstitutet AB is the Institute of Human Resource Indicators. Since 1996 we have been measuring and reporting economic data on key human resource performance indicators. As a result, Nyckeltalsinstitutet has established a Swedish standard for human resource indicators, used by many businesses and organisations in Sweden today.

Nyckeltalsinstitutet offers companies and organisations a membership and these services:

• **Attractive Employer Index (AVI)®** which shows the working conditions in your or ganisation compared to other participating companies and organisations

• **Gender Equality Index (JÄMIX)®** which measures the level of gender equality in your organisation and allows you to compare with other participating organisations.

• **Diversity overview** - indicators which show the equality of treatment of employees of foreign backgrounds.

• **Health index** - health and wellness indicators which provide an overview of employee well-being in the form of a health audit.

• **Seminars and courses in HR economics and HR performance indicators** led by experts in the field from Stockholm University’s School of Business and Labora Konsultforum.

Nyckeltalsinstitutet is owned by Civilekonomerna, Labora Konsultforum and Wise AB.

More information about Nyckeltalsinstitutet’s business and membership is available at www.nyckeltal.se. You can also call us on telephone: +46 (0)8-402 00 29.

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