



Bright & Company | HR Strategy

MEASURING HR IMPACT

Results of the HR reporting & analytics study



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INTRODUCTION

They used to say that 'money makes the world go round'. These days it's 'data'.

The use of data and analytics is rising exponentially, with data and analytics solutions emerging rapidly. In work and home life, data has become the key component in delivering instant, accurate and useful knowledge; for anything from critical business insights through to personalised digital services.

Data collection and advanced analytics are becoming increasingly crucial in the VUCA¹ world as it enables organisations to be better informed about their business and markets, thereby increasing decision making abilities in important areas of an organisation, such as Business Strategy, Finance, Marketing and Human Capital. For HR, data and analytics have the potential for organisations to make well-informed decisions about the best ways to organise their people for business success. It enables HR professionals to improve HR processes and contribute more clearly to business objectives by predicting possible effects of decisions, in the HR domain, on overall business outcomes.

The use of basic metrics can, next to advanced statistical solutions, be valuable in gaining insights about business performance. Managing an organisation and increasing its total performance starts with a thorough understanding of the whole business entity and its operational context. Metrics and analytical insights can help with that. The same applies to the people side of business. Using metrics in HR helps organisations quantify people and process performance, while more advanced people analytics can link these results to business results.

In this joint research report by Top Employers Institute and Bright & Company | People Strategy we investigate 'people metrics' and KPIs, and the way these are used in relation to business outcomes.

We have asked over 200 companies around the world how they are using HR data and more specifically KPIs to be more successful at what they do.

Our deep-dive into the world of metrics and KPIs asked and found answers to the following questions:

- Why is the use of metrics, KPIs and actual effect measures in the HR domain important for an organisation?
- What are key trends in the use of metrics, KPIs and effect measures?
- What is the relation of the use of metrics, KPIs and effect measures and business impact?

Like our former study on HR analytics², we performed quantitative research and analysis. In this report, we present our findings.

¹VUCA is an acronym used to describe or reflect on the volatility, uncertainty, complexity and ambiguity of general conditions and situations in the market.

²Organising for HR analytics success. Results of the 2016 HR reporting & analytics study. See: <http://www.brightcompany.nl/en/inspiration/id-2468/global-survey:-organising-for-hr-analytics-success/>

Terminology: Starter, Experienced and Front runner explained

In our research, we classified the participating organisations in three categories: Analytics 'Starters', 'Experienced' and 'Front Runners'.

In this report, 'Starter' organisations comprise organisations that have some activity in HR analytics but mostly ad hoc and siloed.

'Experienced' organisations are practitioners in analytics, having adopted the use of HR analytics with some standardization.

'Front Runner' organisations use integrated advanced analytics on a regular basis.

Terminology: HR drivers, metrics and KPIs

The following HR drivers were used in the survey and will be discussed in detail in this report:

Leadership
Performance management
Engagement
Recruitment
Learning & Development
Compensation & Benefits
Turnover
Career & Mobility
Well-being
Succession

Metrics are defined in this report as quantifiable measures used to gauge performance or progress.

KPIs (Key Performance Indicators) are a selection of metrics that are most important for measuring critical objectives.

Effect measures are statistical measures used to discover relationships between two or more drivers, in the context of this report we aim at relationships between HR drivers and business drivers.

MEASURING HR IMPACT

Results of the 2016 HR reporting & analytics study

Executive summary

One of the most important topics for discussion in HR is the way HR contributes to business success. For HR to effectively partner with business there needs to be a mix of knowledge, expertise and tools to properly act upon business requirements gathered by, for example, the HR business partner.

Some of the most important emerging tools in HR which connect to business are insights & analytics into people and people processes. But among all the identifiable HR drivers, what it is that organisations measure and analyse? And how do we perceive the impact of these drivers on business results?

HR drivers for business impact

Of all the HR drivers, participating organisations found Leadership, followed by Performance Management and Engagement have the most impact on business results. In fact, almost 7 out of 10 organisations pick Leadership in their top 5 Most Impactful HR Drivers.

When diving a bit deeper into the nature of the top three HR drivers, the most important information that needs to be captured concerns *measuring complex behaviour and/or attitudes* in order to capture the **condition** of the *people* in the organisation and **how they are feeling and performing**.

These differ from other HR drivers which aim to capture and manage **what people are doing in the employee journey** through the organisation. In the end, it can be a matter of the difference between the perceived higher importance in capturing and managing people effectiveness versus managing HR effectiveness.

The use of metrics and key performance indicators (KPIs)

The HR drivers where most metrics and KPIs are captured among participating organisations are Turnover, Engagement and Career & Mobility. Engagement is the only HR driver perceived to have major business impact and is measured a great deal.

Leadership and Performance, two of the three HR drivers perceived as most impactful, score the lowest on average metrics use.

Leadership development metrics and KPIs usage is in stark contrast to the perceived high impact of this HR driver. While experienced analytics organisations outperform starting analytics organisations on most metrics and KPIs, the differences between these groups on the topic of Leadership are small.

Measuring effect: the connection to organisation results

While not many organisations in general measure the effect of HR drivers on their business performance, the effect of practices in Engagement (33%), Learning & Development (22%) and Recruitment (20%) are measured most by organisations compared to other drivers.

Again here, Leadership and Performance Management effects on the organisation are not measured more than other HR driver effects, despite the perceived high impact on business results. While there is no big difference on measurement of Leadership effect, Front Runner organisations do place an emphasis on the measurement of Performance Management effects and starting organisations emphasise Engagement effects on business performance.

HR DRIVERS FOR BUSINESS IMPACT



To find out what organisations perceive as most valuable practices in HR, we asked participants to rate standard practices in HR on potential business impact. In other words; which activities do participants think matter the most to achieve business success? There are three HR drivers which are perceived as most valuable for business impact.

- Almost 7 out of 10 organisations identify Leadership in their top 5 most impactful HR drivers. Moreover, Leadership is ranked first by 35% of respondents, the highest single scoring HR driver
- Performance Management and Engagement were selected by approximately 60% of the respondents. With 12% of organisations ranking them as having the highest potential impact upon business performance.

One common characteristic of the leading drivers (Leadership, Performance Management and Engagement) is their intangibility; their measurement being based substantially upon perception and subjective criteria rather than the more objective and calibrated figures applicable to other HR drivers. Which poses an interesting question. They have a widely recognised influence on business performance, yet how can the magnitude of this influence be determined?

Fig. 1 Perceived business impact of HR drivers

	Impact Score	Top 5	Ranked #1
Leadership	560	69%	35%
Performance Management	396	63%	13%
Engagement	393	59%	12%
Succession	340	51%	10%
Recruitment	282	45%	12%
Learning & Development	270	54%	3%
Compensation & Benefits	206	44%	3%
Turnover	195	34%	6%
Career & Mobility	177	36%	1%
Well-being	87	19%	1%

The HR drivers perceived as having the lowest potential business impact are Well-being (inclusive of Absenteeism (19%); Turnover (34%) and Career & Mobility (36%)). This is noteworthy, since they are part of core HR activities, and relatively easier to measure and register.

People effectiveness vs HR effectiveness

There could be a relation between the perceived business value of HR drivers and the nature of the HR driver. As mentioned, the top three of business impact themes have had, and still have issues in data quality and gathering due to the subjective nature of information captured.

Table 1 Capturing HR driver data

	Data storage	Data collection	Perceived business impact	
Leadership	Internal or external survey provider	Surveys, assessment	Very high	PEOPLE EFFECTIVENESS
Performance management	Through core HR system and/or Talent management system	Feedback form, review meeting	High	
Engagement	Internal or external survey provider	Surveys, interview	High	
Succession	Through core HR system or Talent management system	Data entry	Medium	HR EFFECTIVENESS
Recruitment	Data entry	Data entry or automatic through system / survey (process feedback)	Medium	
Learning & Development	Medium	Data entry or automatic through system, surveys, feedback sessions, interviews	Medium	
Compensation Benefits	Through core HR system	Data entry or automatic through system	Medium	
Turnover	Through core HR system	Data entry or automatic through system	Low	
Career & Mobility	Through core HR system and Talent management system	Data entry or automatic through system / survey (career assessment)	Low	
Well-being	Through core HR system	Data entry or automatic through system, survey	Low	

The key distinguishing element here might be that the most important information that needs to be captured in the top three is all about *measuring complex behaviour or attitude*. How leaders behave and make decisions is crucial for their (perceived) effectiveness and performance, but capturing this information is difficult and usually comes down to 360° feedback; leadership (self)assessment; engagement surveys or the next-in-line performance management.

Performance Management nowadays is a static measure, recording whether specific objectives are achieved and how specific key competencies have developed over time. Engagement is mostly done through a survey, with a range of questions about satisfaction and attitude towards the organisation. The drawback with these measures is that the accuracy of their information is limited due to the complex nature of what these measures should represent: i.e. **How are our people feeling; What are their attributes; How does this affect performance?** This makes the top rated three drivers *People Effectiveness measurements*.

The other drivers (apart from Well-being, which has other issues with data collection in the privacy area) give answers to the question **what are our people doing in their employee journey through our organisation?** This is often much easier to measure as it usually contains straightforward options. For example, Turnover concerns if a person left the organisation (yes/no); “Was it voluntary (yes/no)?” and “What was the reason for leaving (new challenge / low performance etc)?”. Learning & Development simply captures which training has been completed and possibly, the result (passed/ not passed). These drivers can be labeled *HR Effectiveness measurements*.

Of course, in the latter category the business impact is also noticeable; the impact of staff turnover on critical positions or a recruitment process resulting in bad hires, can have profound impact on business results eventually. But the way people behave, how they are motivated in their work and how they perform, is in the end perceived as most impactful on business results.

THE USE OF METRICS AND KEY PERFORMANCE INDICATORS (KPIs)



As seen in the preceding report³, most organisations either make use of a type of basic or advanced reporting. These reports usually contain HR metrics (a measurement or value of some sort that is relevant to HR) and HR Key Performance Indicators (specific metrics an organisation has identified as closely tracking or predicting performance of people or an HR process).

Metrics and KPIs per driver

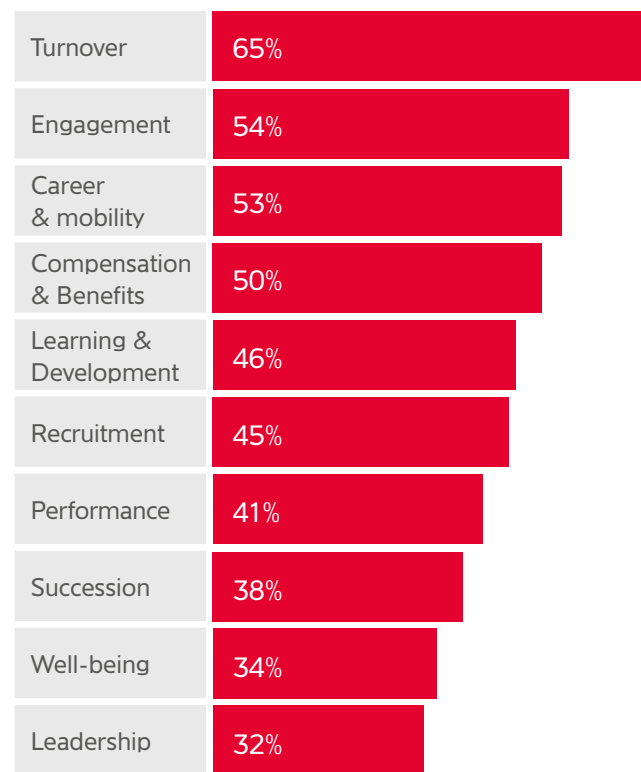
In this study, we measured the actual use of metrics per HR driver. Respondents were asked to select, from a list of commonly used and recommended HR metrics, the individual HR metrics they used most frequently.

Metrics related to the HR KPI 'Turnover' are used most often (65% on average for all given metrics) (see figure 2). There is a clear difference compared to other average usage of HR KPI metrics, such as 'Engagement' (54%), 'Career & mobility' (53%) and 'Compensation & Benefits' (50%).

Surprisingly, two out of three HR drivers which are perceived as most impactful score the lowest on

average use; Leadership (32%) and Performance (41%). It could be said that 'Engagement' is the only HR driver that is not only seen as highly valuable, but also truly being measured in terms of metrics. One explanation could be that most organisations conduct an Employee Engagement or Satisfaction survey (71% of the respondents say so), but at the same time spend less time and effort in measuring their leadership and performance management activities.

Fig. 2 Metrics use per HR KPI driver



When taking a closer look at these individual HR KPI groups and the underlying related metrics (see figure 3), we see more detailed findings. The average use of all metrics combined is 46%, ranging from 90% for the most frequent (Turnover) to 9% for the least used (Manager Instability Rate).

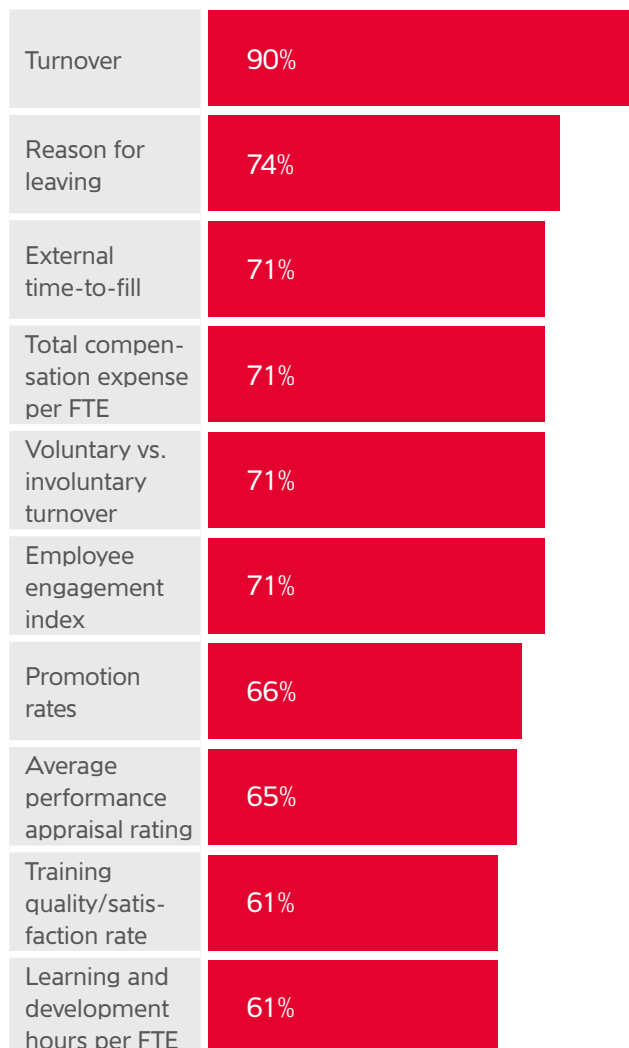
Within Turnover, Reason for Leaving' (74%) and 'Voluntary-Involuntary Turnover Ratio' (71%) are two metrics that score high on usage.

³ Organising for HR analytics success. Results of the 2016 HR reporting & analytics study. See: <http://www.brightcompany.nl/en/inspiration/id-2468/global-survey:-organising-for-hr-analytics-success/>

Other popular metrics from other HR KPI categories include 'External Time-to-Fill' (Recruitment), 'Total Compensation Expense per FTE' (Compensation & Benefits), and 'Employee Engagement Index' (Engagement) all score 71%.

Among the metrics organisations measure the least, are ones that can help organisations define their data models and perform analyses that potentially have major business impact, such as 'Peer Review Rate', in the 'Performance' category, at 12%; 'Stress-Quotient', in Well-being at 15%; 'Time to Productivity', in 'Recruitment' at 18% and 'Cross-Function Mobility of Managers', a measure from 'Leadership', at 21%.

Fig. 3 Use of individual metrics



*for a complete overview of HR drivers and usage of metrics, please see the Appendix

From the point of view of trends and intentions, many organisations aim to modernise and innovate their People Management (e.g. introduce new forms of democratised performance management; place more focus on Well-being and Engagement and upweight attention on business-driven HR). However, most companies are not measuring the outcomes of these efforts just yet.

Leadership

As the HR driver with the highest perceived business impact, measurement in the Leadership domain is not at as level one would expect. Though more than half of the organisations surveyed selected Leadership as an important HR driver for business impact, only 38% keep track of their leadership development rate and 36% measure the prevalence of leadership development plans.

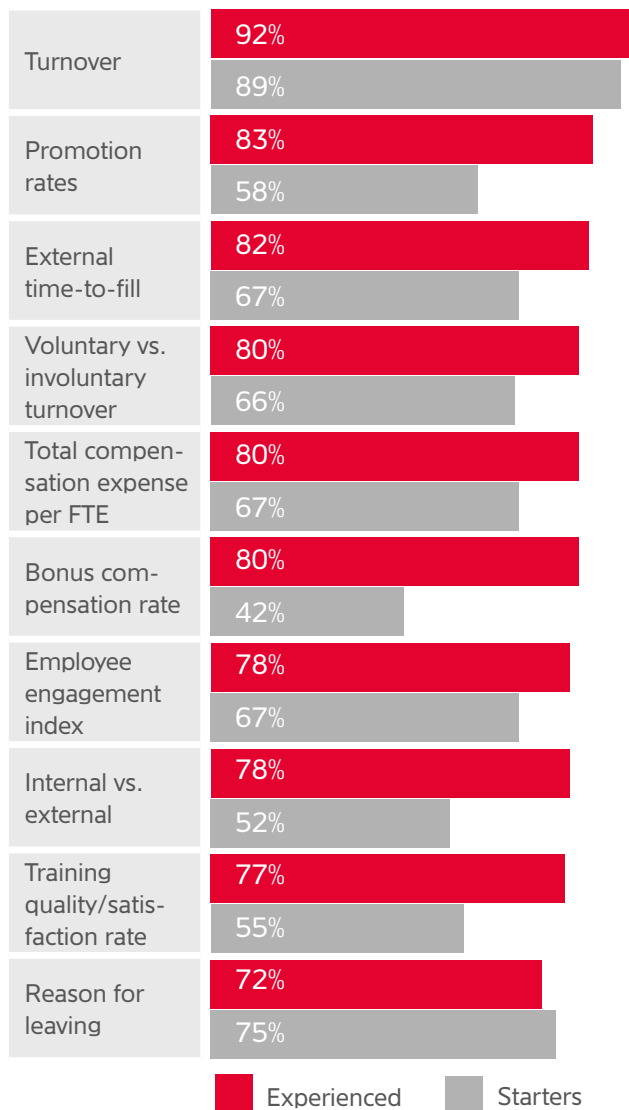
Table 2 Leadership KPIs

Leadership KPI	Level of use
Leadership satisfaction index	56%
Leadership development rate	38%
LDP prevalence rate	36%
Cross-function mobility of managers	21%
Leadership effect	17%
Manager instability rate	9%

Starting analytics organisations and experienced analytics organisations

When looking at the overall extent of use of metrics (see figure 4), the differences between Experienced analytics organisations and Starting analytics organisations are big. On average, Experienced organisations have a much higher frequency use of metrics than Starter analytics organisations (54% versus 42%). Although for individual metrics the differences could also sometimes be minimal (such as for the metrics 'Turnover' and 'Reason for Leaving'.)

Fig. 4 Starters vs Experienced analytics organisations



The **top 5** most used metrics in Experienced organisations are:

1. Turnover (92%)
2. Promotion rates (83%)
3. External time-to-fill (82%)
4. Voluntary vs. Involuntary turnover (80%)
5. Total compensation expense per FTE (80%)

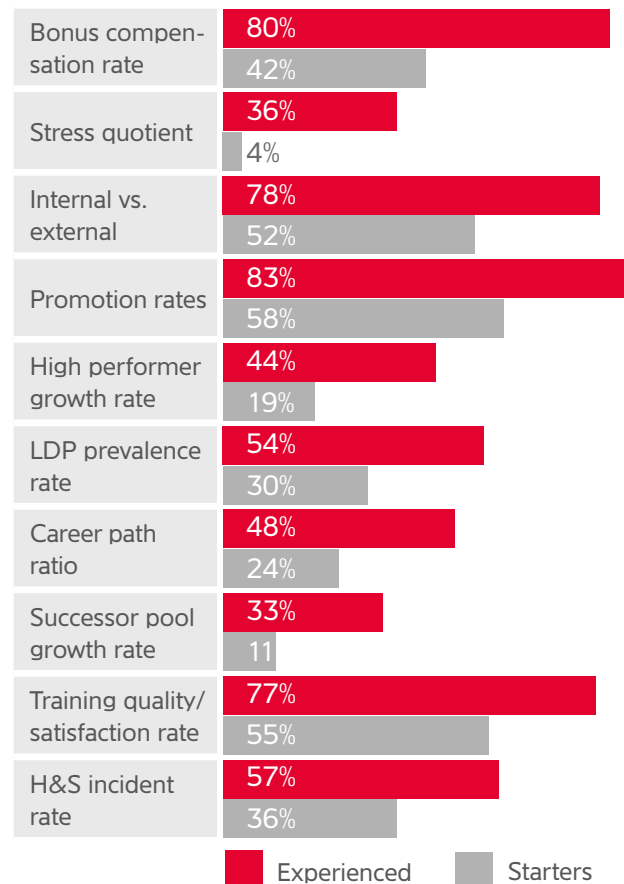
The **top 5** most used metrics in Starter organisations are:

1. Turnover (89%)
2. Reason for leaving (75%)
3. Employee engagement index (67%)
4. External time to fill (67%)
5. Total compensation expense per FTE (67%)

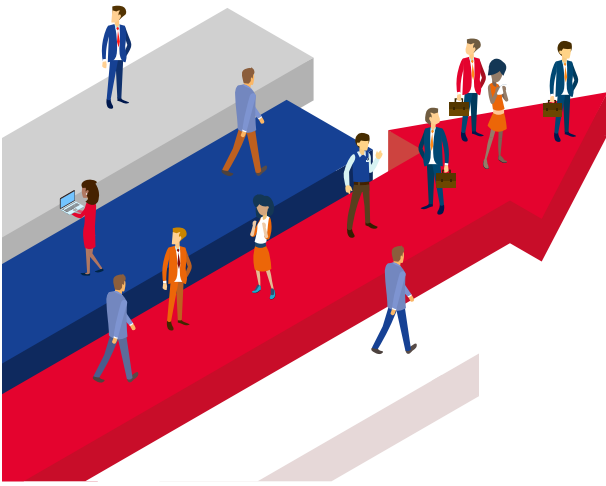
Figure 5 shows the ten individual metrics with the largest difference differences between Experienced organisations and Starter organisations. The four metrics on which Experienced organisations are differentiating from Starter organisations are:

- Bonus compensation rate (80% vs. 42%)
- Stress quotient (36% vs. 4%)
- Internal vs. External (78% vs. 52%)
- Promotion rates (83% vs. 58%)

Fig. 5 Biggest difference between levels



MEASURING EFFECT: THE CONNECTION TO ORGANISATION RESULTS



Measurements such as metrics and KPIs in HR are useful. They provide basic information on how effectively organisations deal with their workforce and whether set goals are met regarding the management of the employee-lifecycle within the organisation.

From the insights these measurements generate, actions can be undertaken to improve efficiency. To make these actions more focused on business needs the *effect* of specific HR practices on business outcomes can be assessed through statistical analysis.

In the market this is known as *Predictive Analytics*. The goal is to uncover relations between HR drivers and important business outcomes, thus predicting the effect of a strategic decision in HR on key organisation drivers. For an overview of common Predictive Analytics within the HR drivers that are mentioned in this report, see table 3.

Table 3 Examples of effect measures through analytics

Leadership	Which elements of leadership are most important for retention of talent in key positions? How does leadership style impact business performance?
Performance management	How does the performance management process impact internal and external mobility? What effect does coaching and mentoring have on profitable revenue development?
Engagement	Which elements of engagement are a driver for employee well-being and may reduce absenteeism? Which engagement factors are drivers for client satisfaction?
Learning & Development	Which elements of learning & development background are predictors for high flight risk? Which types of learning & development practices are predictors for employee productivity?
Recruitment	Which recruitment channels deliver the best candidates? Which candidates for sales positions are most likely to attract new clients?
Compensation & Benefits	Are short-term incentive pay-outs a driver of employee retention? How do sales bonuses impact client satisfaction?
Career & Mobility	Is leadership quality a driver of talent career development? Is there a relationship between function tenure and Net Promotor Score?
Turnover	What are key drivers for flight risk? How does employee turnover impact operational performance?
Well-being	What are predictors for stress-related absenteeism? What are the effects of our vitality program on team performance?

Measuring effect on people drivers

Measuring effect on business drivers

Effects of high business impact HR drivers

In our research, we asked participants to indicate if they perform analyses on the effects of the specific HR drivers on business performance (e.g. revenue, client satisfaction, sales, productivity).

As shown in fig 6, if we look at the whole group of participants, most effect measures are carried out within the Engagement domain, followed by Learning & Development and Recruitment.

Looking at the ranking of the HR drivers participants rated as 'most important on business impact', as discussed in the business impact section, it is noticeable that the domains Leadership and Performance Management are ranked no. 1 and no. 2 respectively, yet the effects of practices within these domains on business are not measured any more than others. Especially in the case of Leadership, where the low score is striking considering it received a convincing top score for business impact. (see fig 7).

Fig. 6 Effect measures usage

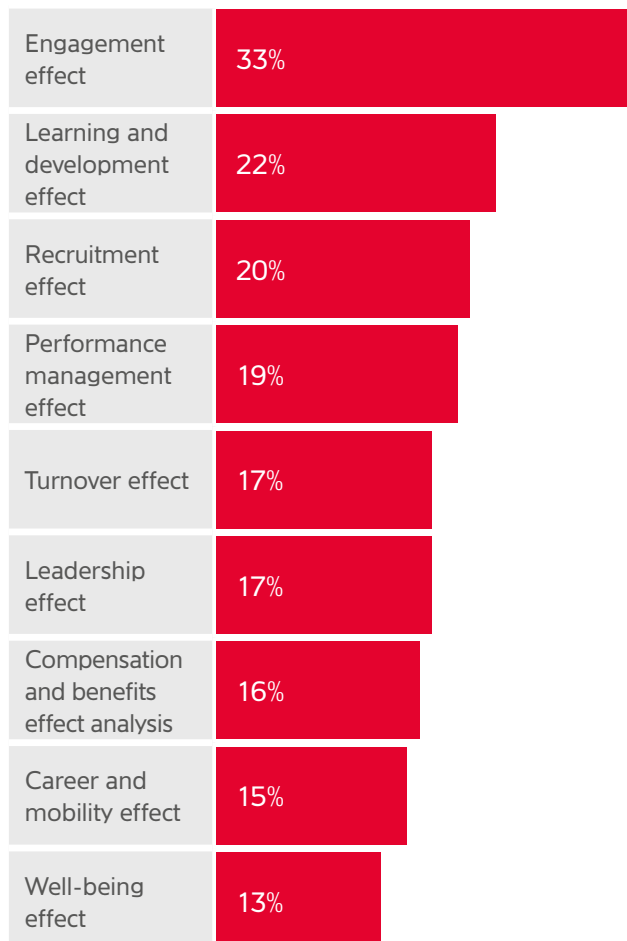
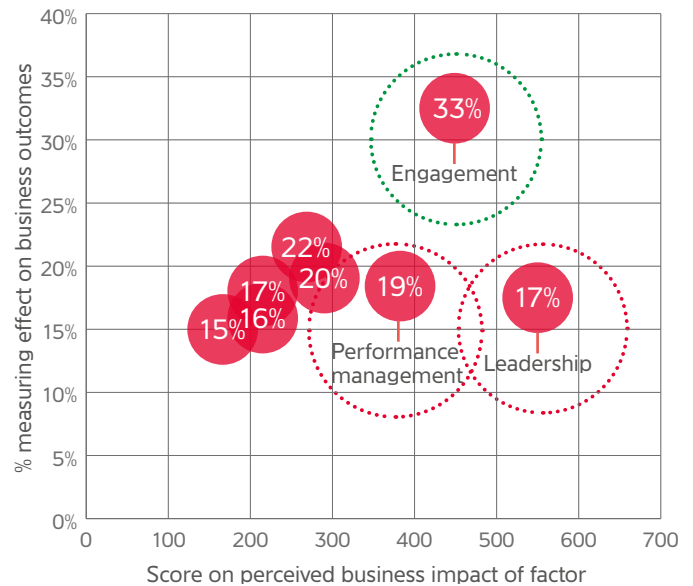


Fig. 7 Measuring effect vs ranking score 'business impact'

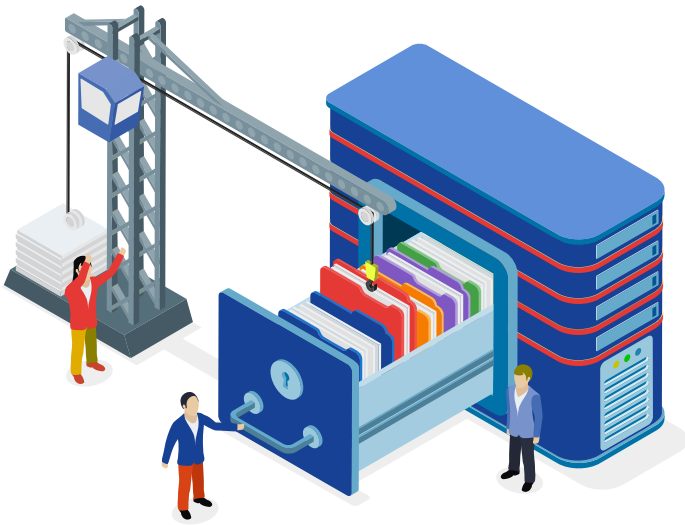


If we take a look at the same drivers and their effect measurements in analytics Front Runner organisations, *performance management* and *engagement* switch places in their relative scores on effect measurements.

This could mean that Front Runner organisations place an emphasis on linking their workforce performance and actual business performance in order to align individual goals with organisational goals. Starting organisations focus more on linking engagement data to business results (figures 17 and 18).

Concerning the number one theme for the whole group, Leadership, there seems to be little difference between the two groups in terms of effect measurements. In both groups, this is an underexposed driver in measuring effects on business outcomes considering the importance most organisations give to Leadership.

CONCLUDING THOUGHTS



Are we getting the most out of our current data?
And, are we measuring the right things at all?

The answer to the first question is a clear 'No'.
The answer to the second is 'Maybe'.

This study clearly shows that the majority of organisations hardly use metrics or effect measures for the three HR domains (Leadership, Performance Management and Engagement) they indicate as high potential for business impact. In other words, the most important stuff is not being measured by most organisations.

Is that a problem? It was not 20 years ago, when 'people' management was considered more as an administrative task rather than an added-valued activity. Nowadays, we have a common understanding that human capital drives a large part (if not the most) of business success. Being able to gain insights about people, and about what and how they are performing, could be the key to increase future business performance.

The second question is more difficult to answer, since it is unclear what 'the right things' are? What the research does tell us is that, in general, most companies mediocly measure and gather

data on the most common HR metrics. Except for Turnover, the average use of metrics per HR driver is 50% or below, leaving us to conclude that while HR metrics and measurement are being utilised, there is room for expansion.

While the practice of metrics and KPIs is often regarded as less advanced and less complex than its analytics counterpart, the reality is that without proper measuring, reporting and analysis of data, organisations impede their own capability to efficiently manage company operations and optimise employee organisation.

Here are some concluding remarks to boost measurement of the HR drivers with highest potential for business impact:

Leadership

As the HR driver with the highest perceived business impact, measurement in the Leadership domain is not as level one might expect. There are few methods known to accurately assess leadership quality. While several tools exist to gain insight in the way leadership is functioning (e.g. Harrison Assessment, Hogan Assessment, 360' feedback) not many organisations actively measure the way their leaders are affecting business results.

When they do, only top performers use all measurement methods available, while overall, global organisations tend to favour subjective evaluations and rarely use Return on Investment to evaluate leadership development effectiveness, as described in the HR insights report on Leadership Development by Top Employers⁴.

We expect measurements on the topic of leadership to improve in the future, as the Top Employers study on Leadership Development identifies more innovative methods to develop leadership are on the rise. Furthermore, the use of new systems makes it possible to keep track of leadership data more easily and accurately. It might be the most urgent theme to explore in the future as the perceived business impact of leadership is very high.

⁴ <https://www.top-employers.com/en/insights/leadership-development/>

Performance management

Many organisations are reviewing their performance management processes, suggesting that the HR field is looking for a new paradigm to monitor and maximise performance of employees. In most organisations, the current data available for analysis has issues with reliability and quality, and often does not represent employee performance accurately.

Research⁵ by experts shows that 90% of the HR managers say their Performance Management systems do not contain accurate information. Also, 62% of the variance in appraisal scores is explained by the person who gave the appraisal instead of the real performance itself.

In reaction, a large number of organisations are changing, or considering changing, their Performance Management processes. For a deep-dive on Performance Management, check the latest Top Employers Institute report on the topic⁶.

Engagement

As one of the hottest topics around in HR, many perspectives can be found on the use of Engagement Data.

The added value of an annual measurement of employee satisfaction is increasingly under discussion among professionals and a more continuous feedback method via pulse surveys (short and highly frequent employee questionnaires) promises to increase accuracy and willingness to participate among employees.

Some critics state that if employee engagement surveys are not predicting important outcomes for a company, the organisation may (mis)-direct valuable time and money into initiatives that will not impact business outcomes.

On the topic of measuring engagement, the way forward could be to engage employees with short pulse surveys focused on the way they contribute

to business outcomes. Thus, empowering them within the survey process and passing over a degree of 'ownership' of business issues and solutions the surveys identify. Based on these research results, it might be worthwhile to invest in methods to more accurately measure behaviour and motivation in the workplace with a specific focus on gaining insights into the leadership qualities that make your organisation successful.

⁵Sources are CEB (*Performance Management Can Be Fixed; Driving Breakthrough Performance in the New Work Environment*), Deloitte (*Performance Management is Broken*), and NeuroLeadership (*Rethink Performance Management*)

⁶<https://www.top-employers.com/en/insights/performance-management/>

APPENDIX

Hungry for more data?

Fig. 8 Succession metrics

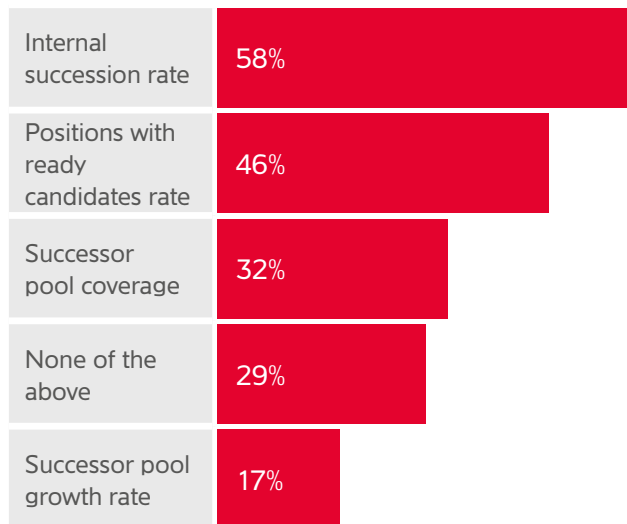


Fig. 9 Well-being metrics

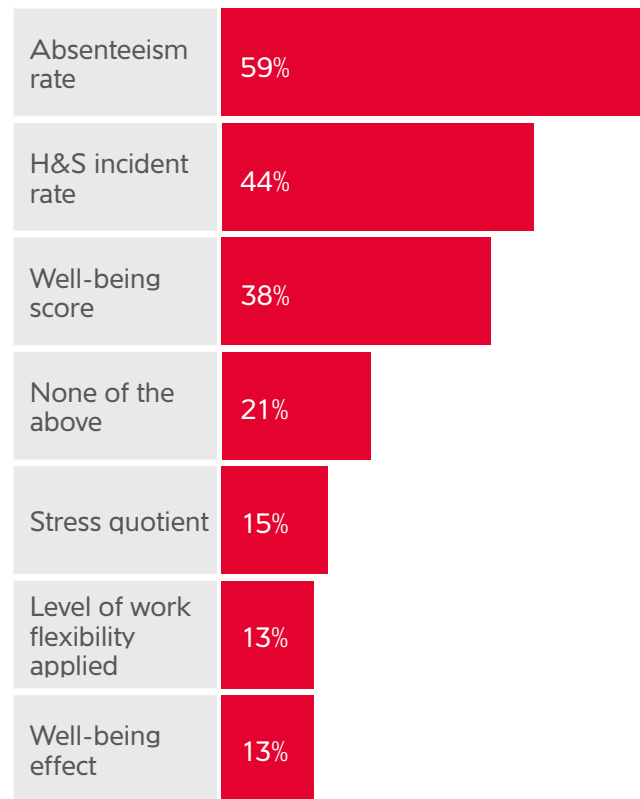


Fig. 10 Leadership metrics

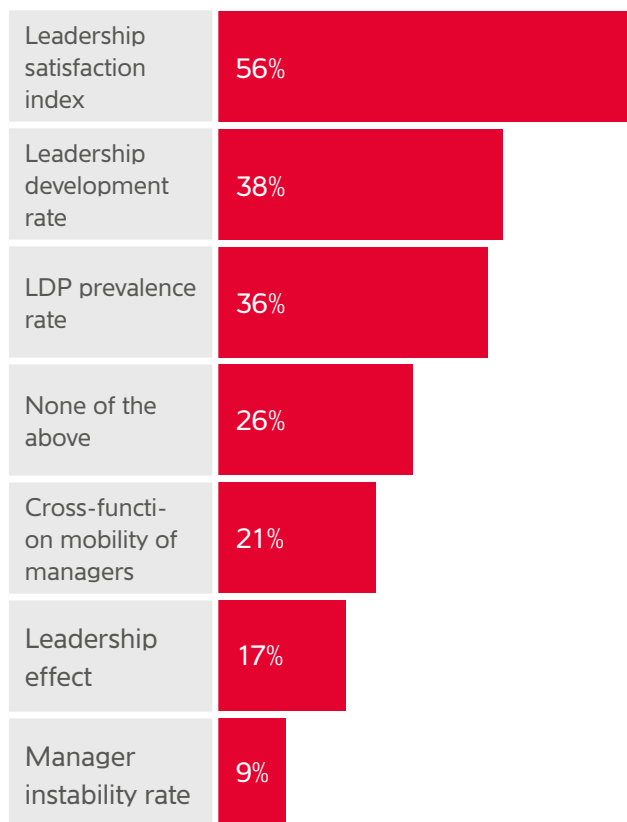


Fig. 11 Turnover metrics

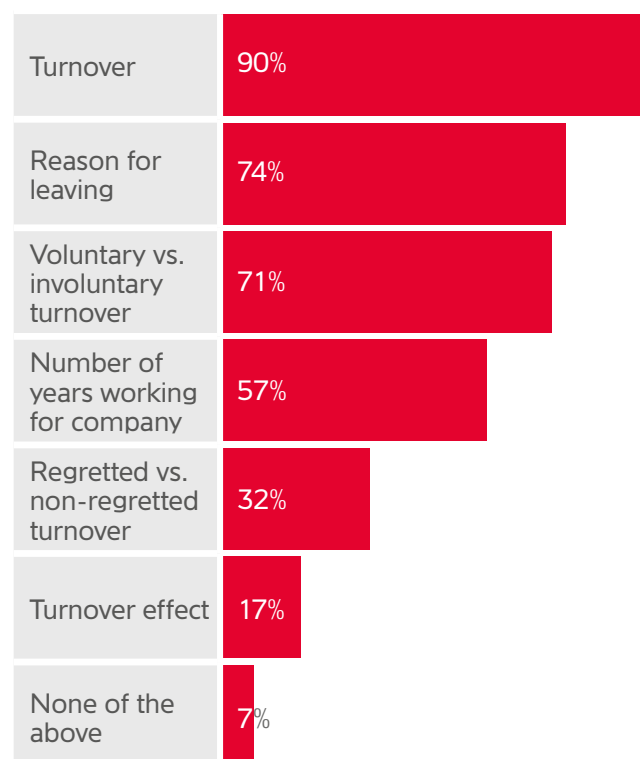


Fig. 12 Leadership metrics

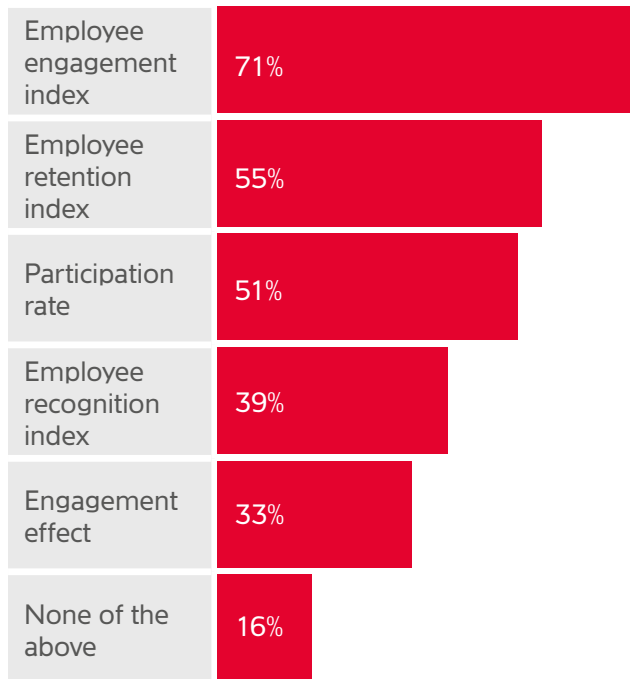


Fig. 14 Career & mobility metrics

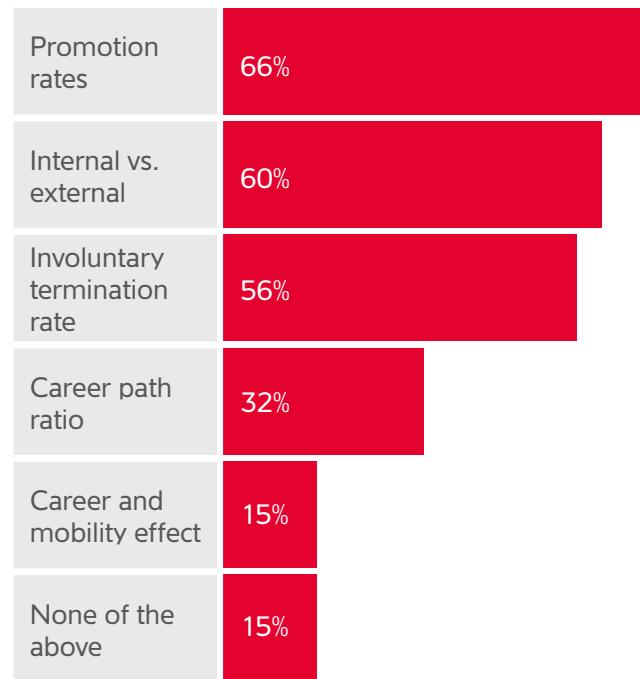


Fig. 13 Learning & Development metrics

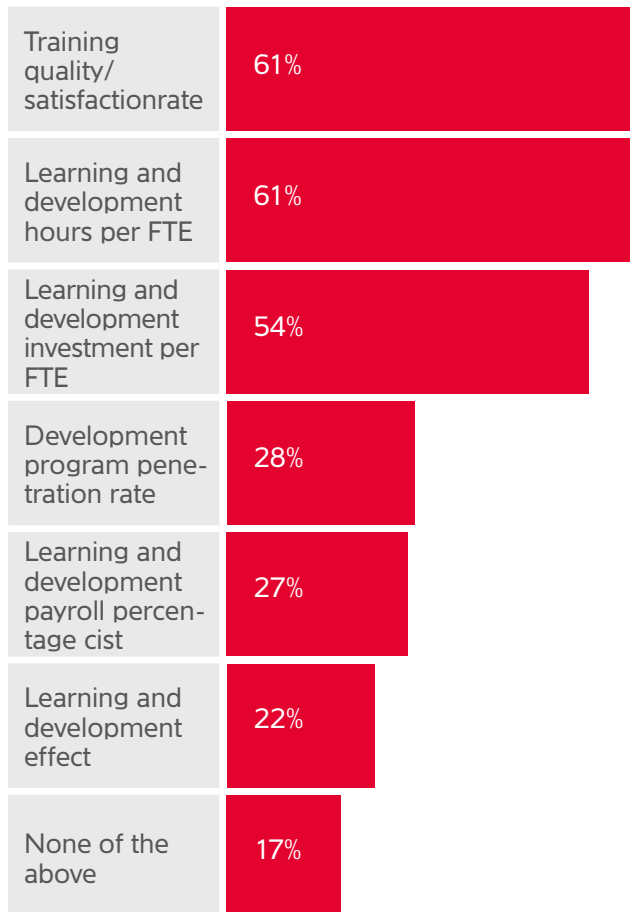


Fig. 15 Recruitment metrics



Fig. 16 Compensation & Benefits metrics

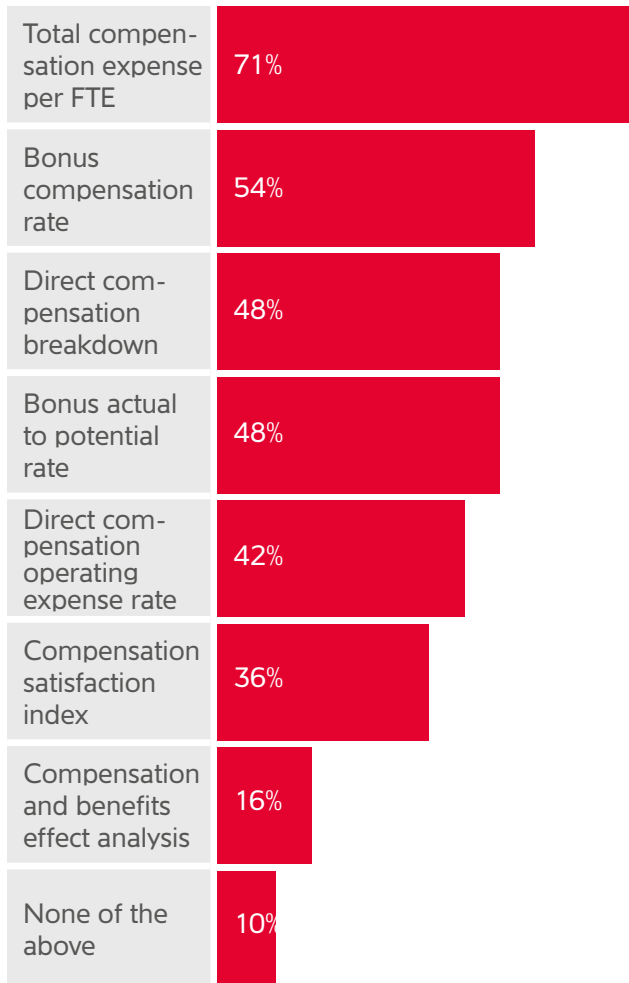


Fig. 18 Performance metrics

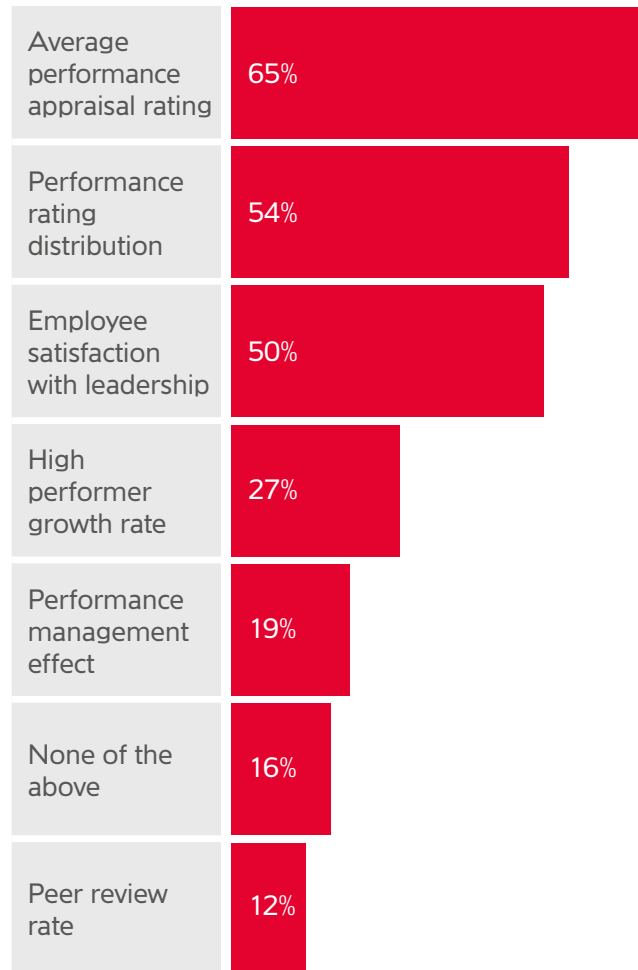


Fig. 17 Measuring effect vs ranking score 'business impact' analytics lv2 & lv3

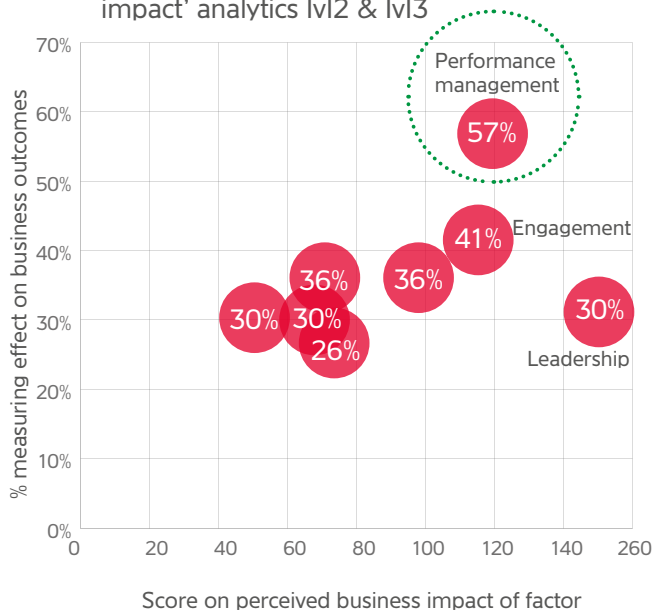


Fig. 19 Measuring effect vs ranking score 'business impact' lv1

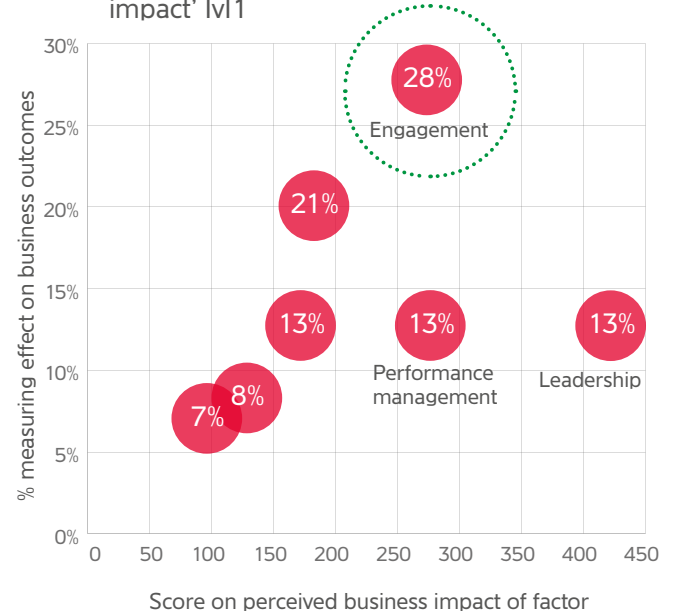
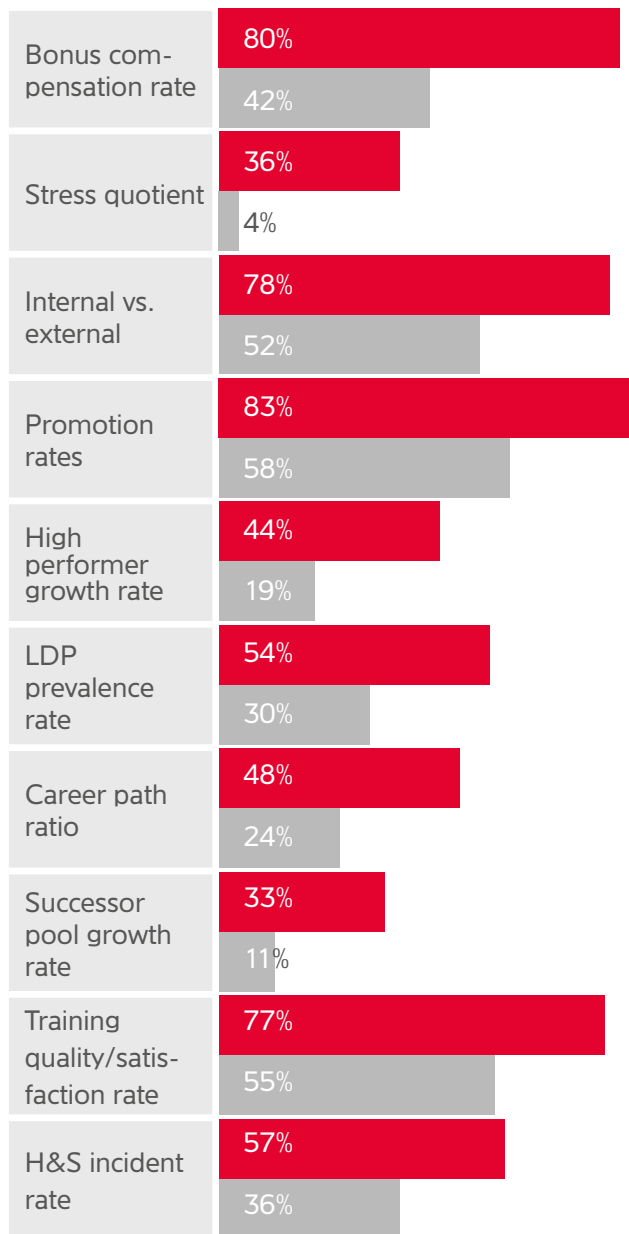


Fig. 20 Biggest difference between levels



ABOUT THE RESEARCH

In this research report, covering results from the 2016 HR reporting & analytics study, over 200 organisations shared information regarding the use of data within their HR processes.

Results were captured through an online questionnaire was conducted during the summer of 2016.

Because the target population is large and it is impossible to invite them all, we decided to make use of a rather pragmatic sampling method. Therefore, we decided to approach our existing network and client contacts, which is on itself a broad reflection of different organisations. Additionally, we advertised on LinkedIn, which was also a call for others to fill in the questionnaire. Among the respondents are organisations from all over the world, from small to large organisation size, operating in all types of industries. In short, this ensures that the results of this research are a good reflection of where organisations stand right now.

Participating organisations categorised themselves in levels of maturity for HR Reporting and of HR Analytics. Resulting in the following groups:

Level 1: Basic Analytics: Ad hoc, siloed experimental analytics project, basic statistics, ad hoc data gathering / 'Starter' organisations

Level 2: Advanced Analytics: Recurring budgeted projects, advanced statistics/predictive modeling, data pooling / 'Experienced' organisations

Level 3: Expert Analytics: Continuous coordinated process, high-end predictive modeling & scenario planning, data warehouse / 'Front Runner' organisations

Respondents were asked to provide information on:

1. The perceived business impact of specific HR drivers
2. The metrics and KPIs they utilize to measure performance on these HR drivers

How organisations perceive specific HR drivers and what they do to measure the performance and impact of these drivers was the main focus in this research.

About the respondents

In total, 203 organisations participated in this research by filling in the questionnaire.

In terms of the characteristics of the total research population, the distribution of the participants on different aspects and characteristics reflects a broad array of organisations. For instance, small organisations with less than 50 employees (1.5% of total research population), medium sized organisations with an workforce between 1000 and 2499 employees (18.7%) and large scale organisations with over 50.000 employees (4.9%) are represented. Furthermore, this research reflects organisations from all over the world, as the data contains information about countries from i.e. Europe, the United States, Latin America and Africa.

Also, many different types of industries are represented. The 'food and beverage' and 'electronics' industry are less presented (both only 3% of the participating organisations), 'financial services' is most presented (14%) in our research data. Naturally, not an organisation but a person filled this questionnaire for their organisation. Most of the respondents in this research are working within HR, specifically as an HR director (29.1%), and a small part is working outside of HR (4.4%).

Meet the research team

This report contains the results of the 2016 HR reporting & analytics study conducted by Top Employers Institute and Bright & Company | HR strategy. Leading the research team are Rob van Dijk, HR analytics lead at Bright & Company | HR Strategy and Hans Rothweiler, member of the Executive Board 'Certification, Research and Innovation' at Top Employers Institute. The other authors and researchers contributing to this report are Tony Brugman, Alma Vermeulen and Maike van den Berg from Bright & Company and Quinten van Es from Top Employers Institute.

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