

Metric Description	Calculation Formula
Actual Voluntary Employee Turnover Rate 2025 (%)	$(\text{Number of voluntary leavers in 2025} / \text{Average number of Employees during 2025}) \times 100$
Expected Employee Turnover Rate 2026 (%)	$(\text{Expected number of voluntary leavers in 2026} / \text{Expected Average number of Employees during 2026}) \times 100$
Actual Salary Increase 2025 (%)	$(\text{Total actual salary increase 2025} / \text{Total salary cost}) \times 100$
Planned Salary Increase 2026 (%)	$(\text{Planned Total salary increase 2026} / \text{Total salary cost}) \times 100$
Actual Absence Rate 2025 (%)	$(\text{Total number of absence days 2025} / (\text{Average number of Employees} \times \text{workdays 2025})) \times 100$
Certified Absence Rate 2025 (%)	$(\text{Days lost to certified absence 2025} / \text{Total days lost to absence 2025}) \times 100$
Uncertified Absence Rate 2025 (%)	$(\text{Days lost to uncertified absence 2025} / \text{Total days lost to absence 2025}) \times 100$
Short-Term Absence Rate 2025 (%)	$(\text{Days lost to short-term absence 2025} / \text{Total days lost to absence 2025}) \times 100$
Long-Term Absence Rate 2025 (%)	$(\text{Days lost to long-term absence 2025} / \text{Total days lost to absence 2025}) \times 100$
Expected Absence Rate for 2026 (%)	$(\text{Expected Total number of absence days 2026} / (\text{Average number of Employees} \times \text{workdays 2026})) \times 100$
Actual Average Time to Fill 2025 (days)	$(\text{Total number of days from internal job requisition approval to offer acceptance 2025} / \text{Total number of hires 2025})$
Actual Offer Acceptance Rate 2025 (%)	$(\text{Number of job offers accepted (2025)} / \text{number of job offers made (2025)}) \times 100$
New Hires Retained for at Least 12 Months 2025 (%)	$(\text{Number of new hires staying at least 12 months} / \text{Total new hires}) \times 100$
Average Training Days per Employee 2025 (days)	$(\text{Total training days completed 2025} / \text{Average number of Employees 2025})$
Employees with a Formal Development Plan 2025 (%)	$(\text{Number of Employees with a documented development plan} / \text{Total number of Employees}) \times 100$
Actual Investment in Learning and Development as a % of Payroll 2025 (%)	$(\text{Actual Learning and Development Expenditure 2025} / \text{Total Payroll Cost}) \times 100$
Planned investment in Learning and Development as a % of Payroll 2026 (%)	$(\text{Planned Learning and Development Budget 2026} / \text{Total Payroll Cost}) \times 100$

Clarification on Absence Metrics:

The **Overall Absence Rate** represents total absence as a percentage of all available working time. **Certified and Uncertified Absence** should together total 100% of overall absence. Separately, **Short-Term and Long-Term Absence** should also together total 100% of overall absence.