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KARA HR PRESENTATION

OUR NEXT ACTIVITIES

HR INDICATORS

YOUR QUESTIONS ON EDI INDICATORS

Agenda

WHO WE ARE
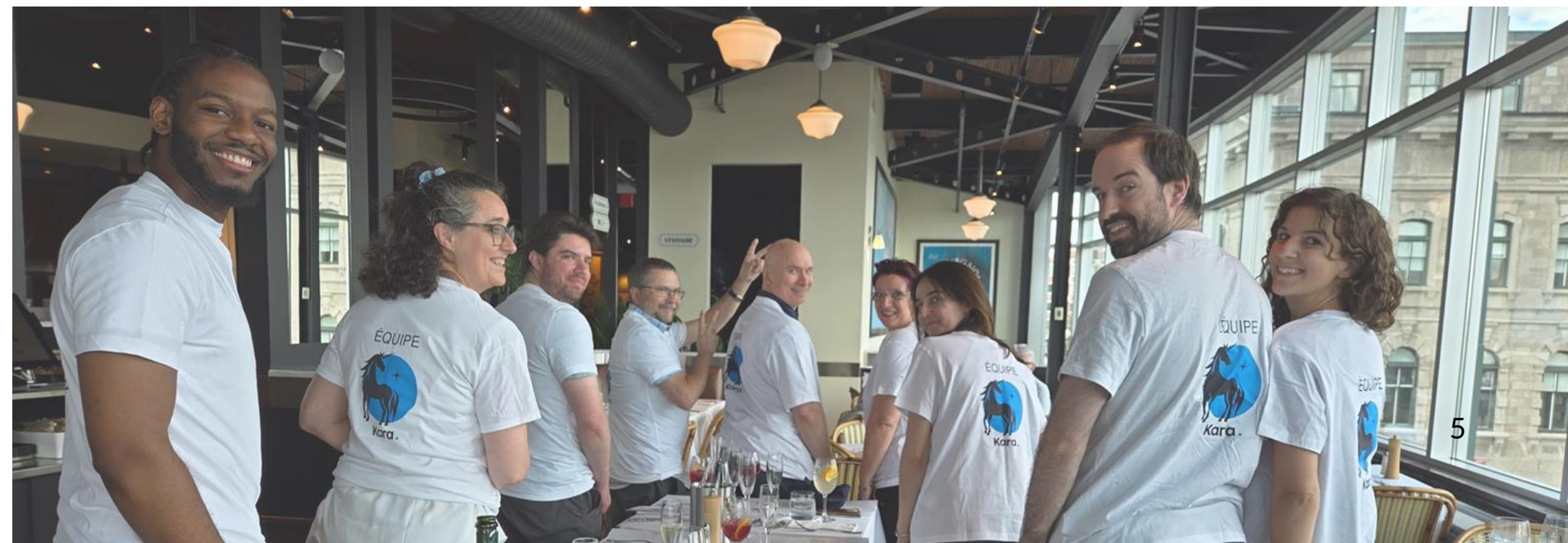
We are a team of **9 passionate** French Canadians who have developed a **People Analytics Solution** that revolutionizes human resource management by combining **business intelligence**, **data analysis**, and **artificial intelligence**, all to meet the growing demand for **data-driven decision-making**.

Andrée Laforge
President and Kara Product Manager

Passionate about business intelligence, performance indicators and human capital, she hosts the Kara blog and participates in several People Analytics forums.

In 2018, she was named one of the world's "Top 50 HR Analytics Influencers".

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Emmy Ruel
People Analytics
Advisor

Since 2016, Emmy has been helping our customers implement their People Analytics projects. She is particularly passionate about HR Benchmarking.
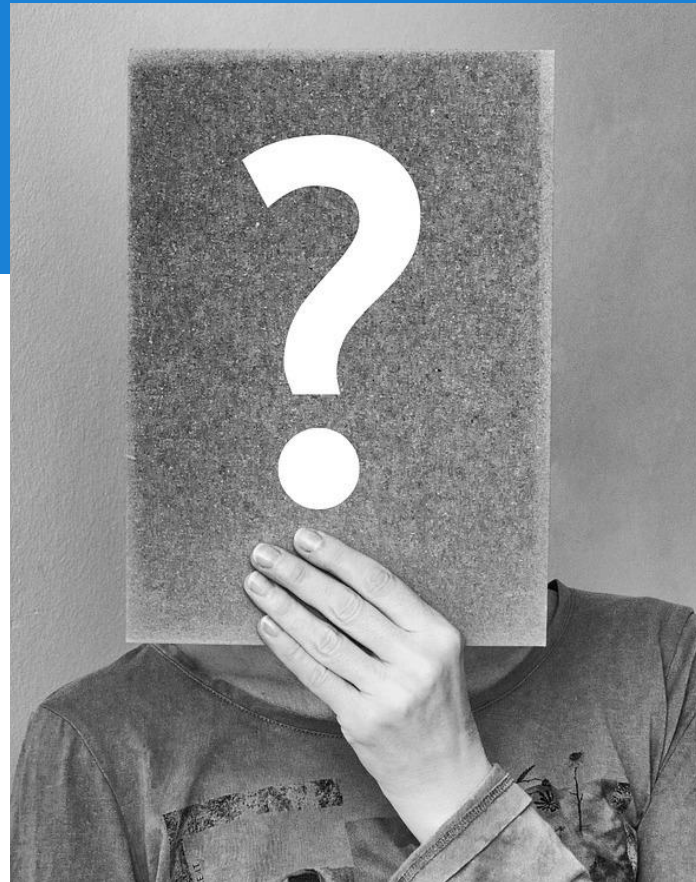
She ensures that your talent always remain at the center of your People Analytics project.

Upcoming activities

A FEW DATES TO REMEMBER...

You will receive

After this webinar: A satisfaction survey

The following week: The presentation and a link to the recording

Our next webinar

Unlock the secret of movement and turnover indicators
June 25, 2025

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HR Indicators

Key performance indicator (KPI)

A KPI is a quantifiable measure with which the organization manages its performance.

Link to business or HR strategy

Measurable objective (SMART)

Committed resources

Choosing your indicators

LOOKING FOR A NEEDLE IN A HAYSTACK...

- Always start from the top: your HR objectives and strategies
- Over **500** human resources indicators
- The **80/20** rule: 80% standard indicators and 20% customized indicators

How many indicators should we track?

✓ Depends on the number of strategic objectives (less than 5 on average)

✓ For each strategic objective, 2 or 3 indicators

✓ Total : 15 indicators or less

EDI self-identification response rate

Definition : This indicator measures the proportion of employees who have voluntarily completed a self-identification form regarding their identity (gender, ethnocultural background, disability, sexual orientation, etc.).

$$\frac{\textbf{Number of employees completing questionnaire}}{\textbf{Total number of employees invited to respond}} \times 100$$

Possible variations:
- We can calculate sub-indicators by dimension (gender, origin, disability, etc.).
- We can also measure the completion rate per question, to detect areas of discomfort.

Why is it important?

Self-identification is THE preferred method for collecting EDI data

Self-identification or self-declaration is a method by which a person voluntarily provides information about his or her personal identity: gender, ethnic origin, aboriginal affiliation, disability status, sexual orientation or other.

WHY?

☑ Respects confidentiality and the right to identify oneself

☑ Document deviations and get a picture

☑ Reinforces transparency and organizational commitment to inclusion

Interpretation

If the result is LOW (<40 %) :

➡ Lack of confidence or understanding of the process
➡ Fear of stigmatization or misuse of data
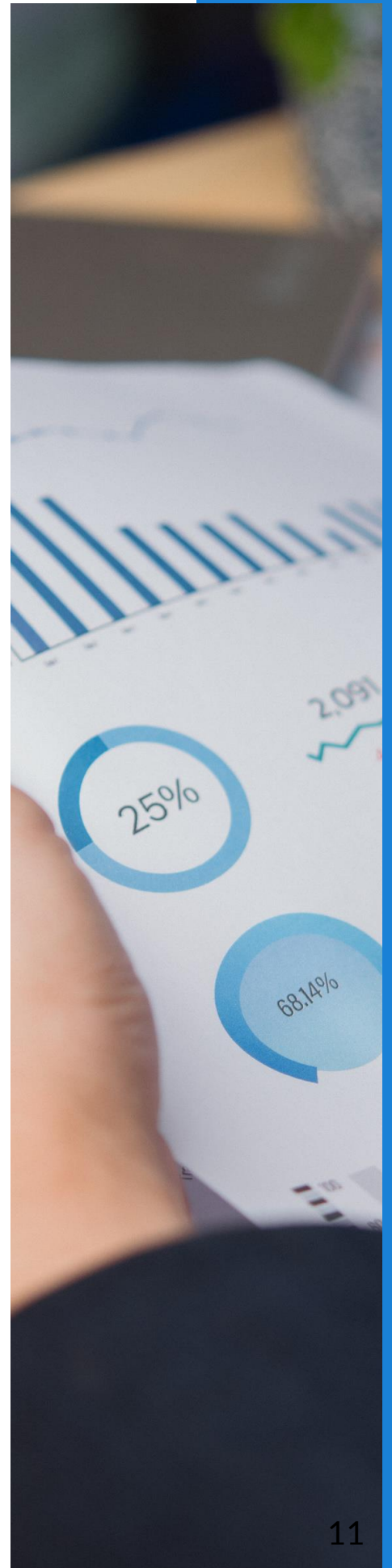➡ Insufficient communication or poorly designed form

Possible actions:

• Raise awareness of the "why" behind data collection
• Clarify data usage (confidentiality, aggregation)
• Send personalized reminders
• Have EDI ambassadors on hand to answer questions

If the result is HIGH (>75 %) :

☑ High level of trust
☑ Clear and transparent communication
☑ Good understanding of the importance of inclusion

And above all: Enables reliable analysis and credible EDI indicator tracking.

Objective

There is no universal standard.

Level	Response rate	Interpretation
Low	< 40 %	Unreliable data, requires intervention
Average	40 to 60 %	Acceptable, but needs improvement
Good	60 to 75 %	Good level of trust and commitment
Excellent	> 75 %	Enables robust analysis and targeted action

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Diversity in management positions

Name: Percentage of people from different diversity group (or women) in management positions.

Definition : This indicator measures the representation of people belonging to an under-represented group (or women) among an organization's managers.

$$\frac{\text{Number of managers of different diversity group*}}{\text{Total number of managers}} \times 100$$

* Same formula for women if we replace the top variable.

Data Source

HR data required:

- List of employees with manager status (HR structural field)
- Diversity data (gender, ethnic origin, disability, etc.)

Important!

☑ Diversity data not always available in HRIS

☑ Done via self-identification (confidentiality respected)

☑ It's important to guarantee a safe, anonymous environment to encourage self-declaration.

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Interpretation

If indicator is LOW:

➡ Low representation → may reveal **systemic barriers** or **lack of progression** to leadership roles
➡ Possible less inclusive organizational culture
➡ Risk of perceived inequity / glass ceiling effect

Possible actions:

• Review promotion and succession criteria
• Introduce mentoring or coaching for talent from diverse backgrounds
• Train managers on unconscious bias

If indicator is HIGH:

✅ Sign of an inclusive culture and good access to leadership positions
✅ Potential for attracting diverse talent
➡ Be careful, though, to analyze **duration in roles and recognition** (not just token appointments)

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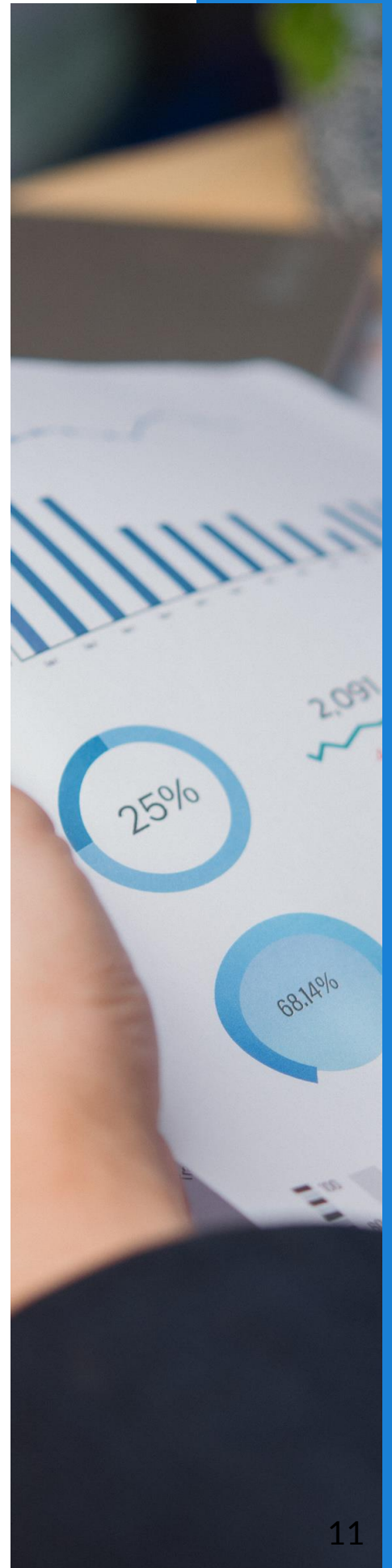
Benchmark

For % of women in management

Business field	Average women managers
Public administration	45 to 55 %
Health, Educational services	60 to 70 %
Technology / IT	20 to 30 %
Manufacturing	15 to 25%
Professional services	35 to 45 %

Source: Statistics Canada, 2021

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Benchmark

For people of different diversity

Diversity Group	Representation in management
Racialized people	10 to 15 % (Canada)
First Nation	< 1%
People with disabilities	2 to 5 %
LGBTQ+	5 to 10 % (often under-reported)

Representation is highly dependent on the sector, region and size of the organization.

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Percentage of employees who are recent immigrants (less than five years)

Definition: This indicator measures the proportion of employees who have immigrated to the country in the last five years, as a proportion of all employees.

$$\frac{\text{Number of employees who immigrated in the last 5 years}}{\text{Total number of employees}} \times 100$$

Why is it important?

☑ **Inclusion context:** New arrivals often face particular obstacles (language, skills recognition, cultural codes).

☑ **Professional integration:** The indicator tracks the organization's ability to **welcome, integrate and retain talent** from immigrant backgrounds.

☑ **Link to the labor market:** In Canada, over 80% of the growth in the active population comes from immigration.) Not including them = depriving ourselves of a major part of the talent pool.
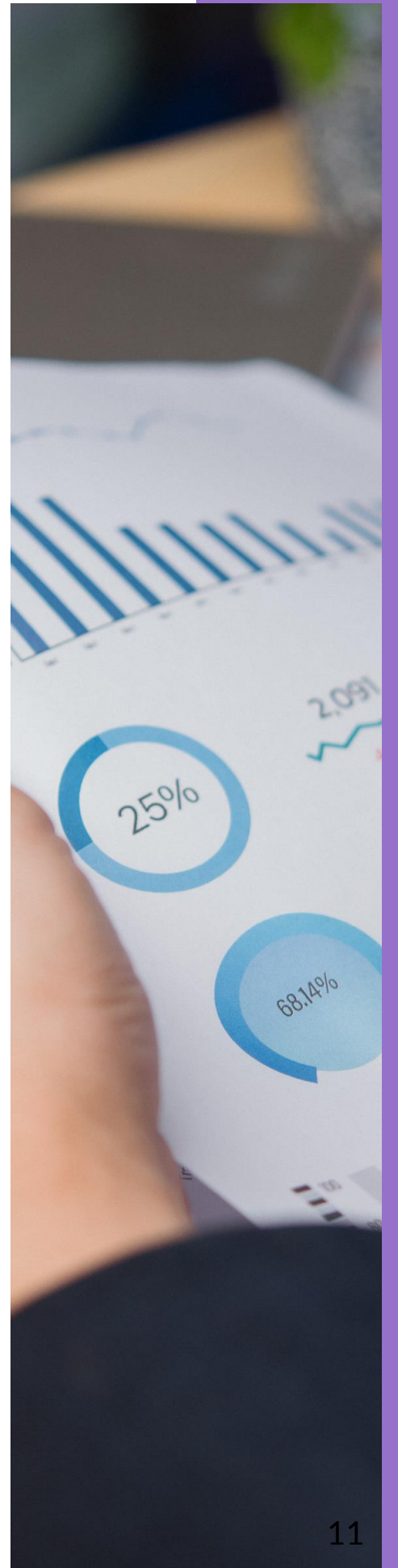
Interpretation

If the percentage is LOW (< 5 %):

➡ Weak attraction or retention of recently immigrated talent.
➡ Potential bias in recruitment processes.
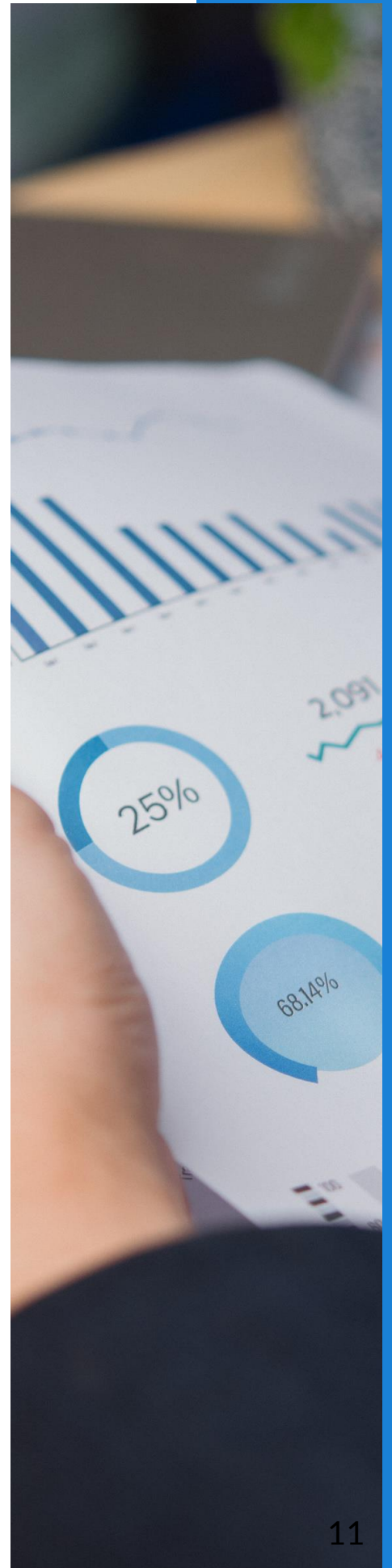➡ Inclusive organizational culture or closed internal networks.

Possibles actions:

- Adapting job postings
- Collaborate with integration organizations
- Training managers in intercultural reception

If the percentage is HIGH (> 15 %) :

✅ Attractiveness and organizational openness
Attention to integration support: need for mentoring, role clarity, language support, skills recognition.

Cross-reference indicators

To understand the experience of new arrivals, **cross-reference this indicator** with :

- ✓ New employee retention rate: do they stay?

- ✓ Promotion rate or internal mobility: are they evolving?

- ✓ Satisfaction or engagement rate: are they fine?

- ✓ Average salary or wage gap: are people paid fairly for the same skills?

Objective

Type of organization	Objective
SMBs outside major centers	5 to 10 %
Large companies (urban center)	10 to 20 %
International sectors (IT, finance, engineering)	15 to 25 %

In Canada: Approximately 22% of the working population are recent or recent extended immigrants (5 to 10 years). Immigrants under 5 years of age = approximately 6 to 10% of the workforce (source: Statistics Canada, 2023).

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Diversity Index

Definition: This indicator measures the extent to which target groups are equally represented within the organization. The more evenly distributed the groups, the higher the index. The value lies between 0 and 1; the closer to 1, the more balanced the distribution.

$$H(X) = -\sum_{i=1}^{c} p_i \, log_2(p_i)$$

Interpretation

| Diversity Index	Interpretation
0	No diversity (only one group predominates)
0.5	Moderate diversity (some groups present, but unbalanced)
0.8	Good diversity, relatively balanced distribution
1	Diversity perfectly distributed among all groups

Concrete examples (100 employees):

• 5 groups = 20 people per group → Index = 1 (perfect balance)

• 90 people in one group, 10 spread across the others → Low index (~0.3)
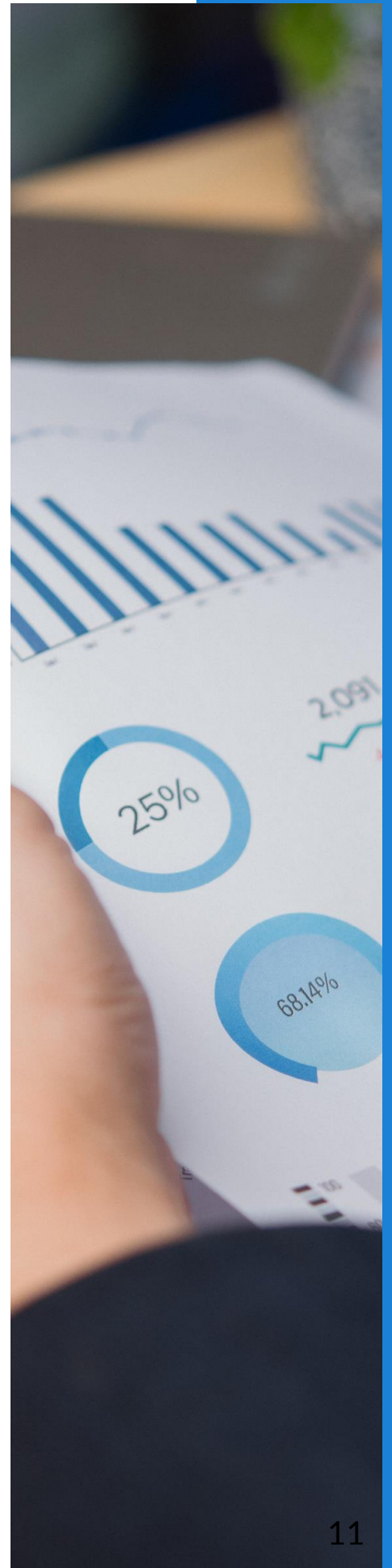
Why is it important?

✅ **Avoids false diversity:** Having several groups present, but dominated by one, does not guarantee an inclusive organization.

✅ **Promotes systemic equity:** When each group is present in a balanced way, systemic biases have less impact.

✅ **Targets efforts:** Helps identify which groups are under-represented and guide concrete actions.
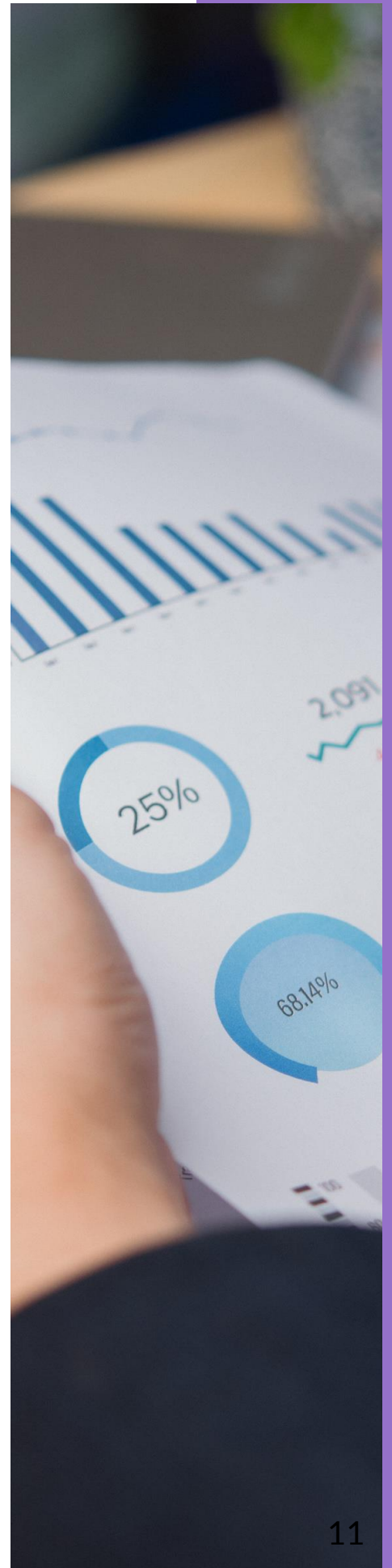
Objective

Maturity Level	Target Value
Beginners	0.3 to 0.4
Progress	0.5 to 0.6
Advanced	0.7 to 0.8
Exceptional	> 0.85 (rarely reached)

It is more realistic to use this index to compare departments, subsidiaries or years, rather than as an absolute target.
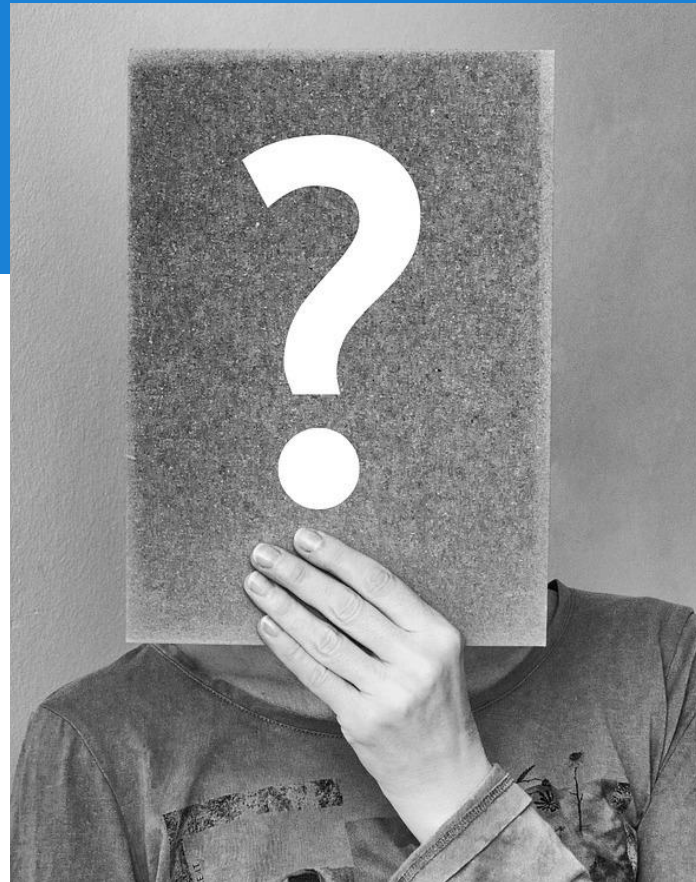
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Thank You

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