

# HR Audits & Benchmarking

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30<sup>th</sup> April 2023

# Agenda

- HR Audit Process
- Recruitment and Selection Process Audit
- Employee administration process audit
- Computer based data management system audit
- Statutory compliance audit
- HR Audit Measures
- HR auditing as a tool of HR valuation

## What is Audit?

### Audit

An official examination of the present state of something against targeted standards.

### Types of Audits

- **Function:** Financial Audit, Tax, Legal, Human Resources, Governance etc.
- **Purpose:** Compliances (SOP/ Statutory), Recognition/ Awards, Process improvement (Benchmarking)
- **By:** Internal, External, Hybrid
- **Frequency:** Monthly, Quarterly, Half yearly, yearly, One time

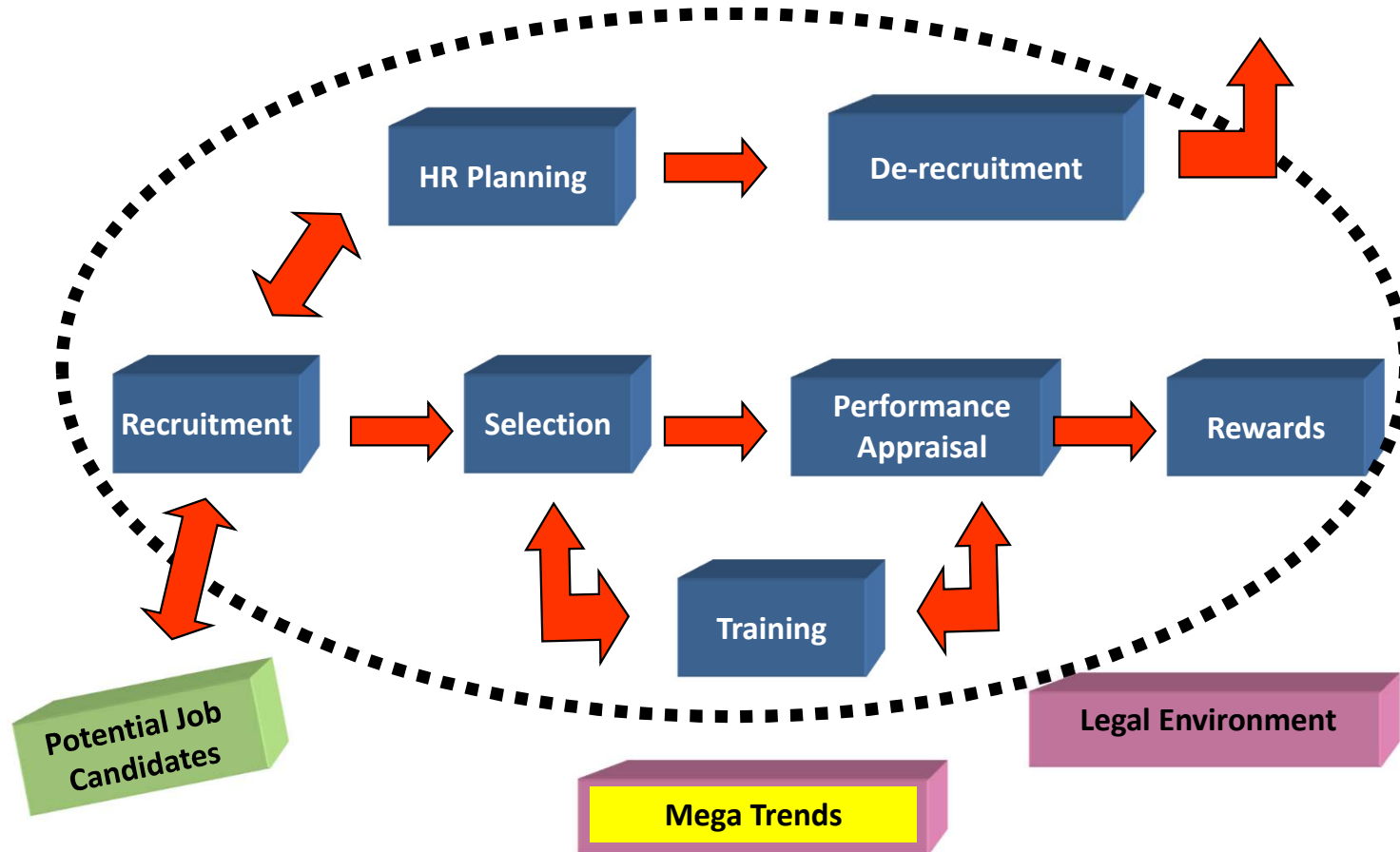
### Purpose

1. Verify compliance with laws and regulations.
2. Identify opportunities for improvement
3. Benchmarking with best-in-class organisation/  
Practices
4. Evaluate the effectiveness of processes
5. Ensure accuracy of information.
6. Analyse the risks & liabilities.
7. Determine the accuracy of projections.
8. Examine the accuracy of data/ records.
9. xxxx

## Benefits

- Improved compliance (Internal processes or statutory compliances)
- Benchmarking
- Increased confidence | Credibility
- Improved efficiency | More accurate records
- Increased transparency
- Reduced cost | Minimise risk and liabilities
- Continuous improvement
- Brand image

# HR Landscape



## What is Audit?

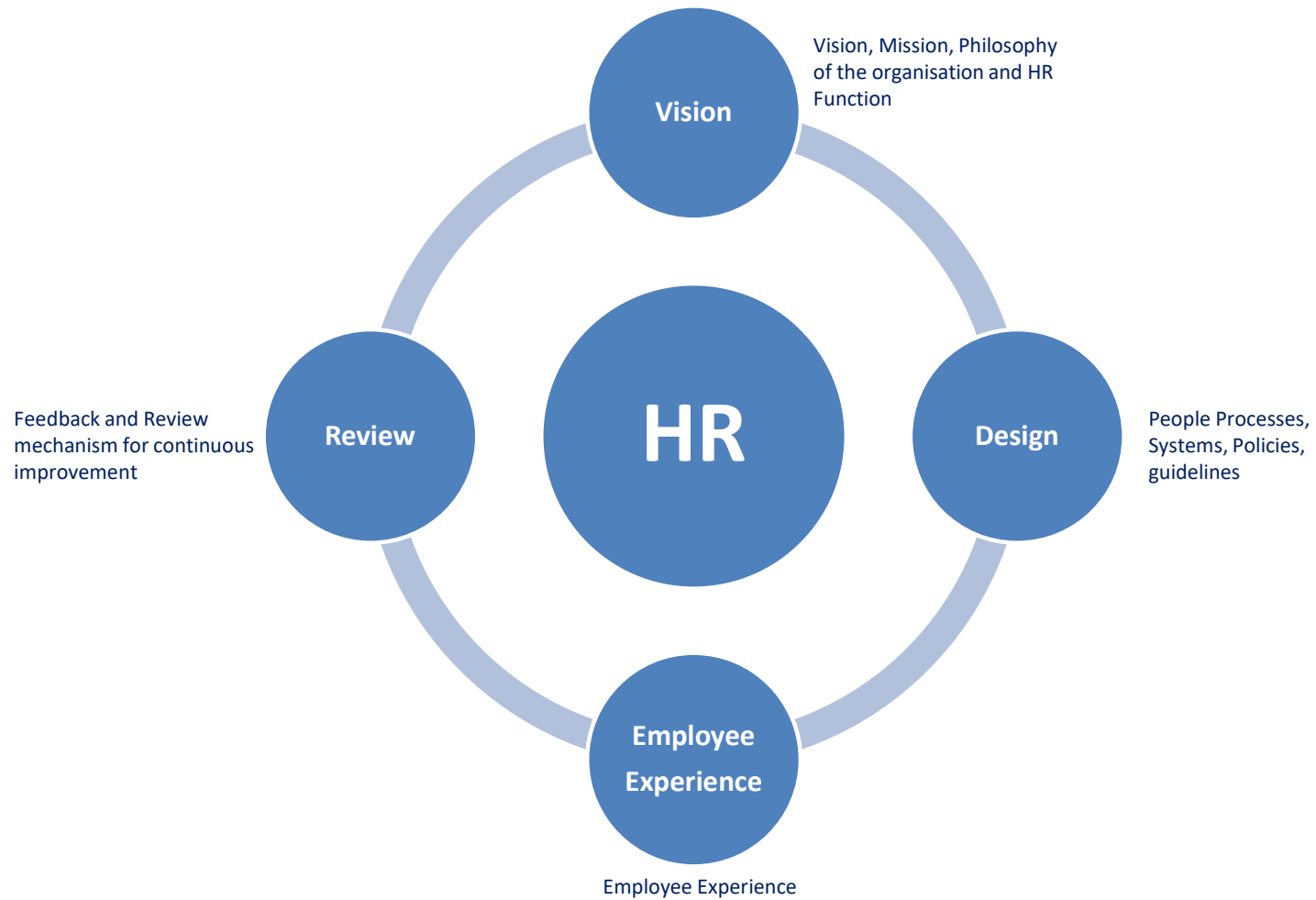
### HR Audit

HR auditing is a process of assessing the **overall effectiveness of an organization's human resource management** system. It helps to **identify areas of strength and weakness** and can be used to measure the **return on investment** (ROI) from HR initiatives. It also provides **insight into the level of compliance** with relevant legal and regulatory requirements, as well as the effectiveness of HR policies and procedures. HR auditing can be a valuable tool for **HR valuation**, as it can help to identify potential areas for improvement and ensure that HR policies are in alignment with the organization's overall business objectives.

# Audit Process

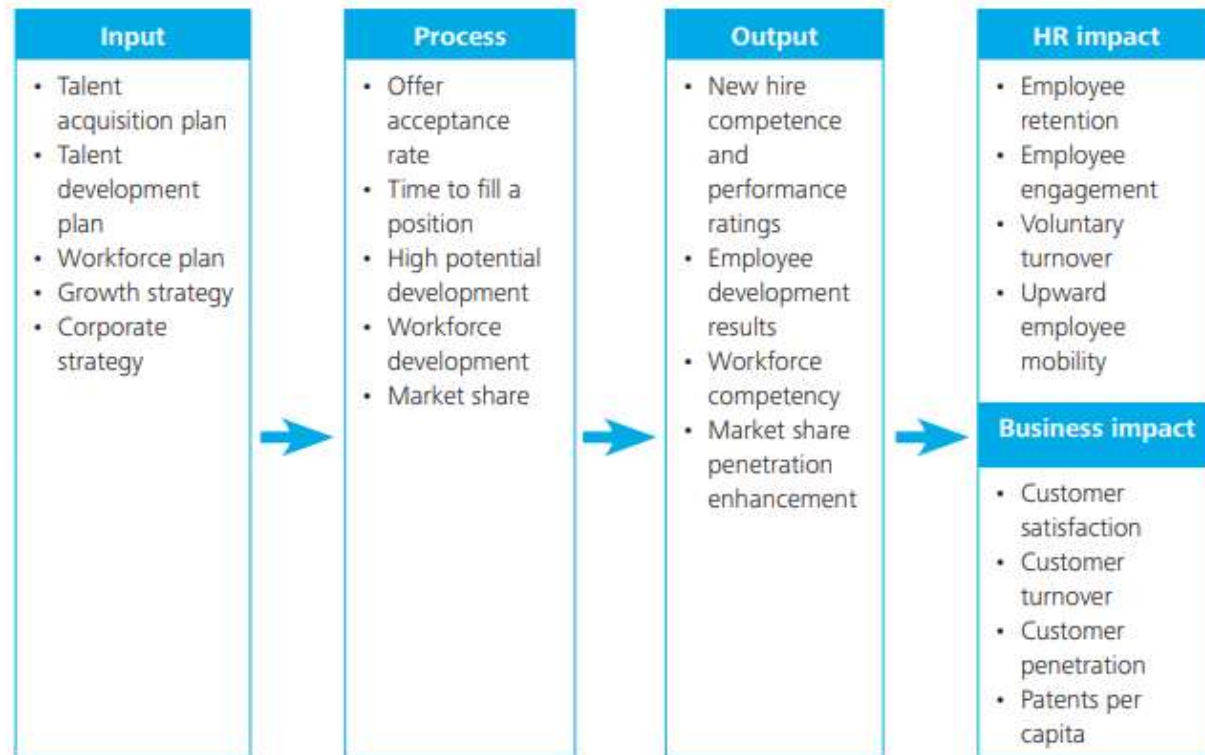


# HR Framework



## Business aligned HR Interventions

Example: What could be the input — process — output — HR impact and business impact



Source: Deloitte

## Case Study

Company A belongs to the manufacturing sector. It has set itself a goal of becoming an organization which delights its customers and makes high quality products at competitive prices. In other words a world class organization by the year 2027 it has already initiated changes in its manufacturing technology, marketing and HR and it has also started a change management process through cultural programmes and various quality and HR interventions.

The president and the senior level managers of company A wanted to know how the HR function could assist them in attaining their goals to get the answer to this question they approached a consultant contact in HR audit considering the future plans of the company the audit consultant listed the following as primary task of the HR department at the point in time:

- Continuous competency building at the individual team and organizational level
- Keeping up the motivation and commitment levels of all employees, enhancing employee satisfaction and tuning their energies towards the future challenges
- nurturing a culture and reflex of world class organization

**Define your plan for the HR Audit**

# Case Study

## HR Audit

- People Vision & Mission
- HR Org Structure
- HR staff & their Competencies
- HR Systems & Processes: Recruitment, Induction, Performance Mgt System, Career Planning, Training
- HR Tools - HRMS
- Org Culture/ Work environment
- Work place infrastructure

## Methodology

- Employee survey
- Interview: Leaders, HR managers, Employees
- Study various policies and processes
- Site tour
- Artifacts

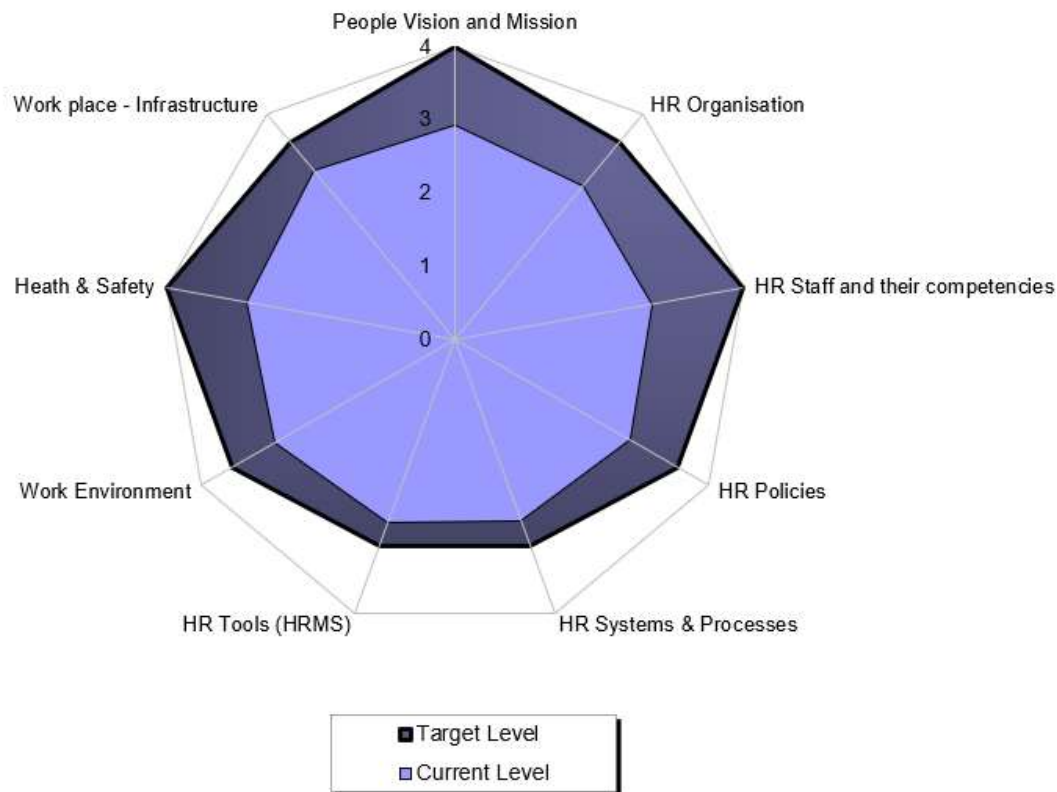
## Findings & Recommendations

- Findings
- Comparison with Best in class organisation
- Recommendations (Short term and long term)
- Key improvement indicators

# HR Maturity Index

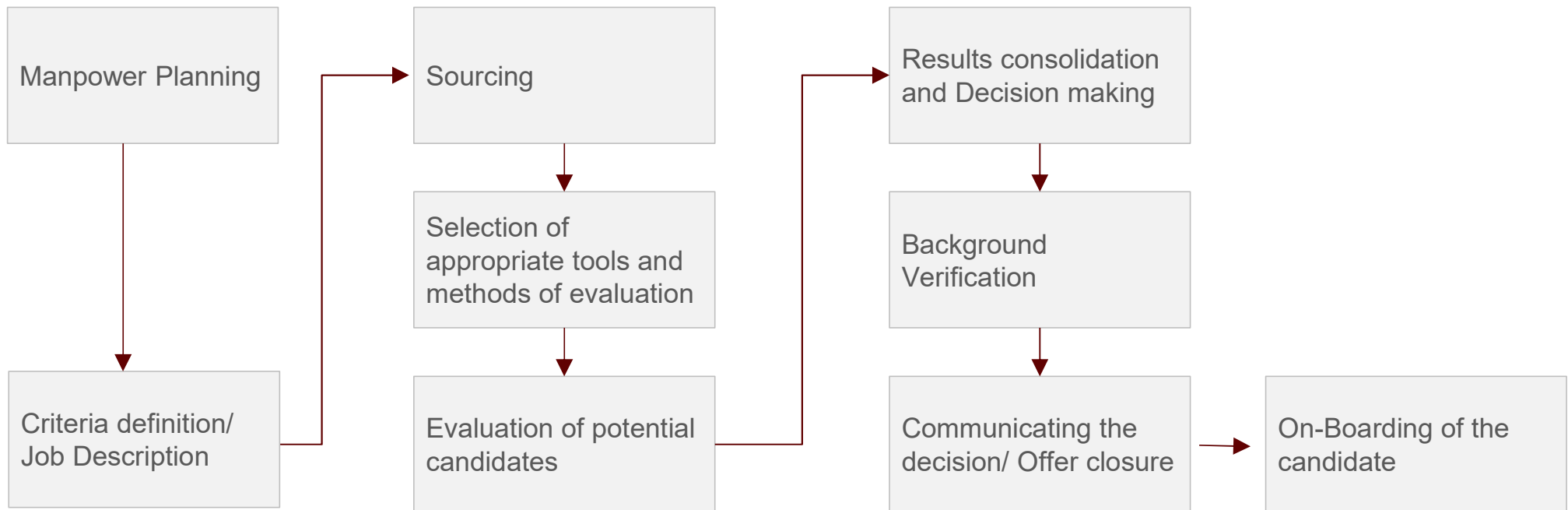
The aggregated average score of the group

- 4 Best in Class Organisation
- 3 Progressive
- 2 Well managed
- 1 Un-organised



# Recruitment and Selection

# Recruitment and Selection process



# Recruitment & Selection

## 2. Job Description

[More Details](#)

[Insights](#)

- Very clear with all required info 19
- Exist but is not very elaborated 9
- Does not exist 1

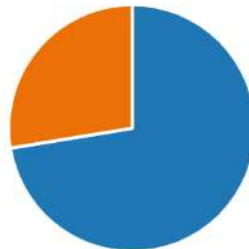


## 3. Sources of profile

[More Details](#)

[Insights](#)

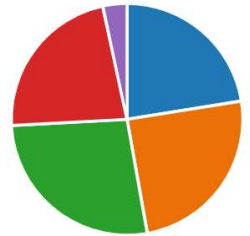
- Multiple 21
- Limited 2-3 8
- Single 0



## 6. Background Verification

[More Details](#)

- Criminal record check 20
- Education qualification check 22
- Previous employment verification 24
- Certificates/ Licenses verification 20
- Not done 3

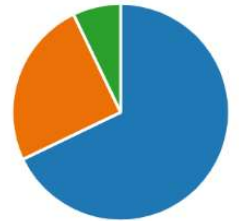


## 8. New Hire Orientation program

[More Details](#)

[Insights](#)

- Yes - very detailed 19
- Yes - Short program 7
- No program 2



## 9. New joinee feedback

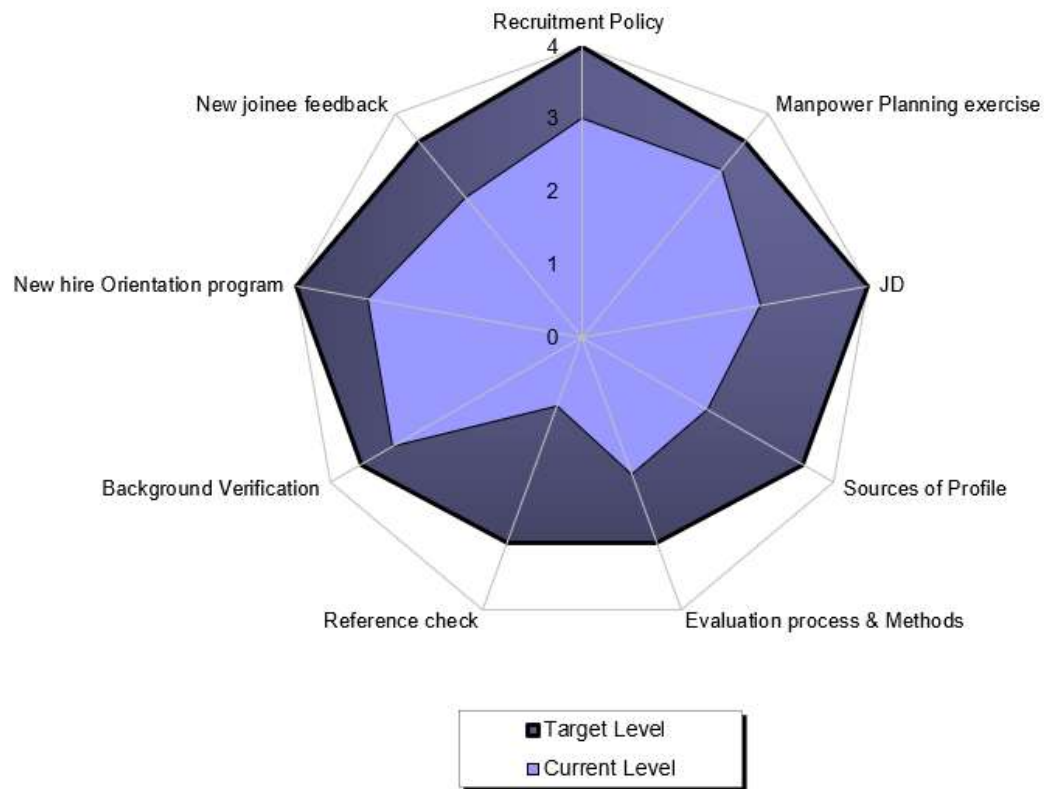
[More Details](#)

[Insights](#)

- Feedback is taking after joining 17
- No feedback mechanism 11



# Recruitment and Selection Maturity Index



- 4 Best in Class Organisation
- 3 Progressive
- 2 Well managed
- 1 Un-organised

# Recruitment and Selection

## Case study

### Exercise

As an HR Auditor, please share your observation, Findings and recommendations about the Recruitment and Selection system of a School



Case Study - R&S

## Audit Process: Recruitment & Selection



# Recruitment and Selection

## Case study: APS School – Observations and areas of Improvements

### Observations

#### Attract:

- Only one source is being used. Other schools are using multiple sources (large catchment)
- Limited material in the recruitment package

#### Selection methods

- Only interview. Hired only basis of good interview
  - Not a trained interview panel. Conflicting issues/ styles
  - Lack of objectivity & scoring system
- Teaching style and ability to teach is not evaluated
- Internal promotion? little./ no chance

### Recommendations

#### Attract:

- Social Media, School website
- Placement agency, if required (need basis)
- Employee referrals
- Alumni network
- .....

#### Selection methods

- Training of interviewers
- Selection criteria
  - Teaching style, Delivery methods
  - Innovation in teaching
  - Communication skill
  - Ability to engage students
  - Subject knowledge

## Recruitment & Selection



ADITYA BIRLA GROUP

Career page – First page

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x

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- ▲ An authentic job offer mail from us will have our domain name, e.g. @adityabirla.com. Please be aware of Fraudsters using fake URLs to mask themselves as from reputed Organizations. Hence, always check & verify the email ID.
- ▲ Any mail, offering a job, interview date and asking personal details should be dealt with caution, especially if copied to e-mail IDs ending with Gmail/Yahoo/Hotmail/Live domain.
- ▲ In case of Job Applicant(s) is offered a job against a payment in any form; or has accepted employment from fraudulent persons, **Aditya Birla Group and its member companies will NOT be held liable and responsible for any consequences thereof.**
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- ▲ We reserve our rights to initiate any appropriate action as we deem fit.

HUMAN RESOURCES DEPARTMENT



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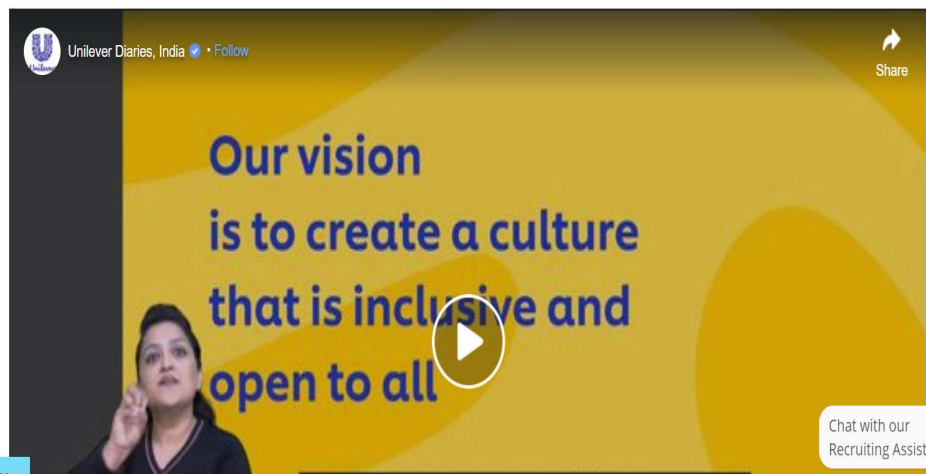
# Work and grow your career at Schneider Electric

We empower everyone to make the most of our energy and resources, ensuring **Life Is On** everywhere, for everyone, at every moment. Along the way, we create and provide equal opportunities for everyone, everywhere. We continuously create an **inclusive environment** and welcome people from all walks of life. We are **empowered** to do our best and innovate, while living our unique life and work. Together, we dare to disrupt and turn our bold ideas into reality.

## Recruitment & Selection



### Enabled Workforce



### Did you know?

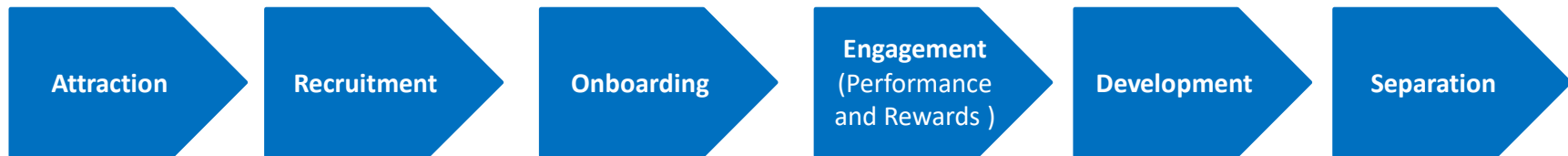
Hindustan Unilever Limited (HUL) has launched Open2U - a programme for gig workers that offers both flexibility and security, along with a range of exciting benefits! If you are interested in Open2U, and in exploring high impact project opportunities, [click here](#) to know more & apply.

# Employee administration process audit

# Employee administration process audit

## Employee Lifecycle

Employee administration is the process of managing and tracking employee information, including hiring, performance management, and employee development. It involves everything from onboarding and managing employee records to tracking performance and ensuring compliance with labor laws. The goal of employee administration is to optimize the human capital of an organization and ensure the best possible working environment for all employees.



# Employee administration process audit

## New Employees (Orientation)

- Is there orientation or on-boarding policy?
- Are workplace policies and procedures shared with all new hires?
- Are all policies and procedures communicated and enforced?
- Is there an employee handbook?
- Are new hires provided an orientation?
- Are new hires introduced to others employees, including management?
- Are new hires trained appropriately for their job?

## Training and Development

- Is there employee development policy?
- Training need analysis?
- Are employees provided training for new processes and procedures required to complete their job duties?
- Are employees provided with opportunities to develop their existing skills?
- Are employees evaluated after completion of training programs?
- Are training initiatives within budget?
- How are managers and supervisors trained and prepared for their roles?

# Employee administration process audit

## Performance Management

- Is there a performance management policy in place?
- Is the effectiveness of the performance management practices reviewed on a regular basis?
- Is the quality and quantity of work evaluated?
- Is there a correlation between performance and compensation?
- Is there a process for employees to lodge complaints?
- Is there a whistleblower policy?

## Compensation and Benefits

- Is there a formal pay structure?
- Is the pay structure reviewed regularly?
- Has the compensation plan been communicated to all employees?
- Are employees paid on time, and is pay free from discrepancies?
- Does the compensation structure adhere to employment standards?
- Are there procedures developed pertaining to paid time off (vacation, stat holidays, etc.)?
- Are there incentives in place?
- Is there a benefit plan in place?
- Are employees aware of the details of their benefit plans and incentives?
- Who administers the benefits?
- Is the employee's health care information kept in a private, confidential location?
- Is there a recognition program in place?

# Employee administration process audit

## Attendance Management

- Is there an attendance management program?
- Are workweeks identified and defined?
- Is there an effective leave policy in place?
- Are full-time and part-time hours defined? Are shifts defined?

## Recordkeeping and Documentation

- Are employee files up to date and retained for the appropriate length of time?
- Is employee information kept confidential?
- Are records of all training (e. Health & Safety) received, maintained and updated?

## Administration

- Do the goals of the Human Resources department align with those of the organization?
- Are hours of work established for each role within the organization (including full-time and part-time)?
- Is there open communication to and from the HR department?

## Termination of Employment

- Are exit interviews conducted?
- Is the information garnered through?
- Is there a progressive discipline policy in place?
- Is this policy communicated to all employees?
- Do terminations adhere to employment standards with respect to notice, termination pay, etc.?

# Computer based data management system

# Computer based data management system

## Data Mgt Systems

Employee data management involves collecting, storing, and maintaining critical information concerning organization's employees. From personal bios and medical information right down to employment details and performance data, collecting data from each employee is a fundamental HR requirement.



## Data Mgt tools



# Statutory Compliance Audit

# Statutory Compliance and Labour Laws

- Compliance with laws of land is core to good corporate governance
- Every Corporates' endeavour is to be recognised as good corporate citizen
- Ensuring statutory compliance is an operational plan of action for success of good corporate governance strategy
- Laws are applicable on the basis of type, nature of business, geographic locations
- Listed/Unlisted Companies

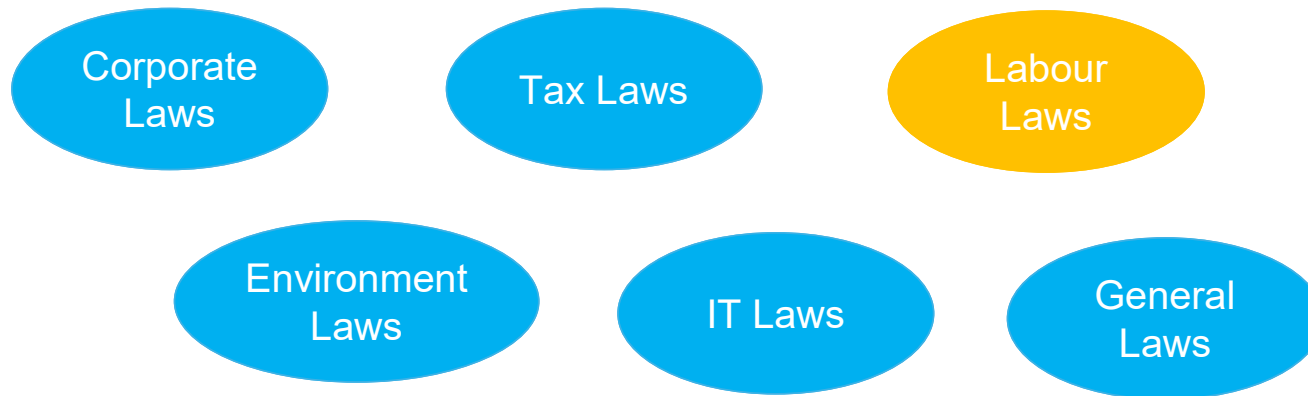
## Non-compliance **Costs**



# Statutory Compliance and Labour Laws

On an average around 100 laws are applicable to an organisation and thousands of compliance to be fulfilled and monitored.

The laws could be broadly categorised as-



# Statutory Compliance and Labour Laws – e.g. A Factory

## Wage Code, 2019

1. Payment of Wages Act, 1936
2. Minimum Wages Act, 1948
3. Payment of Bonus Act, 1965
4. Equal Remuneration Act, 1976

## Social S Code, 2020

1. Employees' Compensation Act, 1923
2. Employees' State Insurance Act, 1948
3. Employees' Provident Funds and Misc. Provisions Act, 1952
4. Employment Exchanges (CNV) Act, 1959
5. Maternity Benefit Act, 1961
6. Payment of Gratuity Act, 1972
7. Cine-Workers Welfare Fund Act, 1981
8. Building and Other Construction Workers' Welfare Cess Act, 1996
9. Unorganized Workers Social Security Act, 2008

## OSH, 2020

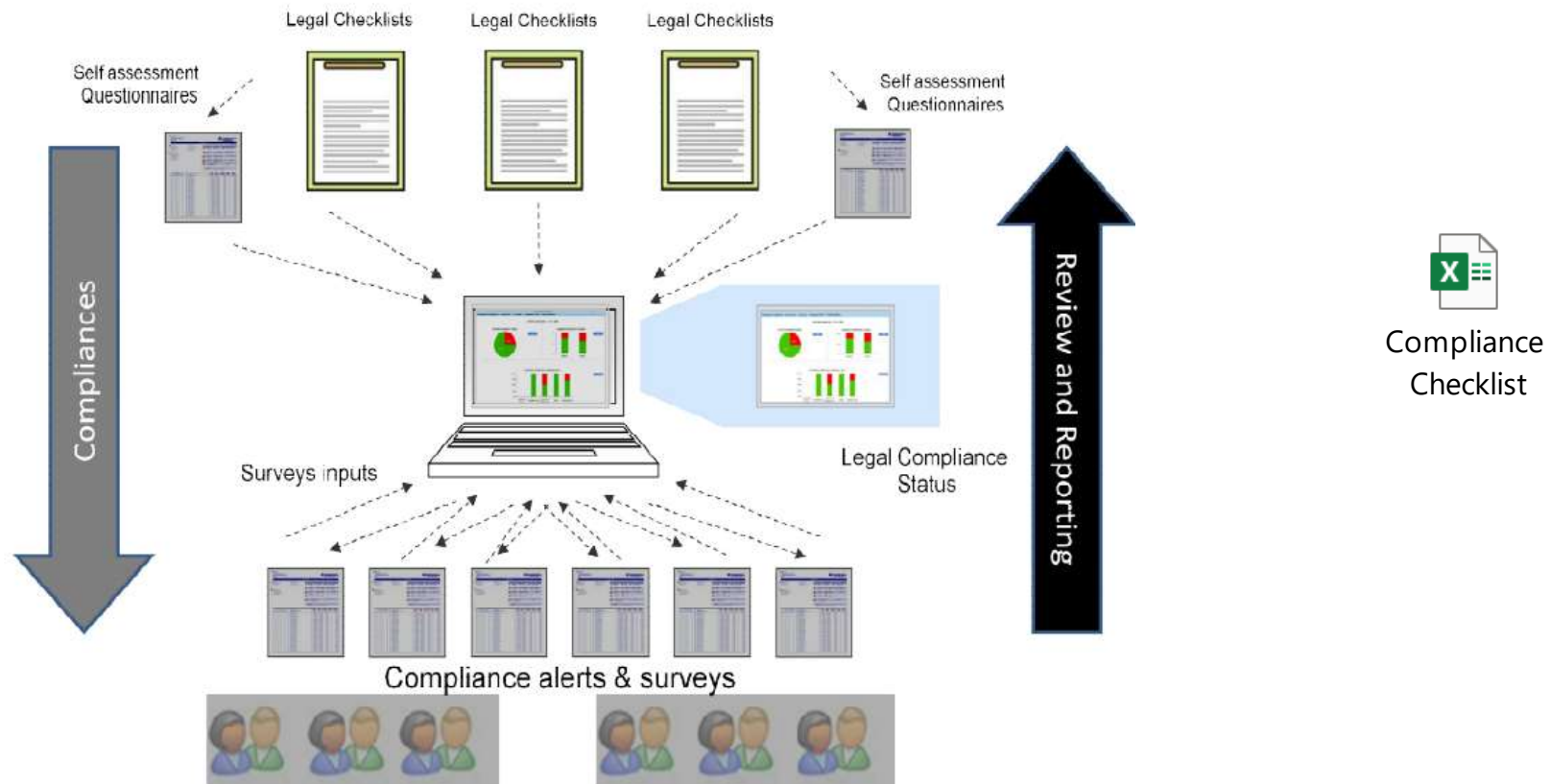
1. The Factories Act, 1948
2. The Mines Act, 1952
3. The Dock Workers (Safety, Health & Welfare) Act, 1986
4. The Building and Other Construction Workers (Regulation of Employment & Conditions of Service) Act, 1996
5. The Plantations Labour Act, 1951
6. The Contract Labour (Regulation and Abolition) Act, 1970
7. The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979
8. The Working Journalist and other News Paper Employees (Conditions of Service and Miscellaneous Provision) Act, 1955
9. The Working Journalist (Fixation of Rates of wages) Act, 1958
10. The Motor Transport Workers Act, 1961
11. The Sales Promotion Employees (Conditions of Service) Act, 1976
12. The Beedi and Cigar Workers (Conditions of Employment) Act, 1966
13. The Cine Workers and Cinema Theatre Workers Act, 1981.

## IR Code, 2020

1. The Trade Unions Act, 1926
2. The Industrial Employment Standing Orders) Act, 1946
3. The Industrial Disputes Act, 1947

# Statutory Compliance Tool

A pictorial representation:



## Reviewer – Drill down by location/SBU

Pending Approval(s)

Qtr: April - June 2007

Home Change Role Logout

Compliance Dashboard Compliance MIS Functionalities

Overall status of all compliances at SBU level

India

India

Click here to drill down into sub-location

270 41 3

SBU Owner

Compliances Status

SBU	Owner	Curr.Qtr.	Qtr.-I	Qtr.-II	Qtr.-III
Manufacturing	Mr.Abc . X	258 32 3	238 39 2	256 31 16	79 3 16
Corporate	Financial C				12 0 2
Sales Network					0 0 0

Drill down into a particular SBU to view compliance status for all locations under SBU

Compliance Status: ■ Yes ■ No ■ Not Applicable

## Reviewer – Drill down by location/SBU/Sub-location

Pending Approval(s)

Qtr: April - June 2007

Home Change Role Logout

Compliance Dashboard Compliance MIS Functionalities

Overall status of all compliances at Sub Location level

India » Manufacturing

Manufacturing

Click here to drill down into Legislative Area

258 32 3

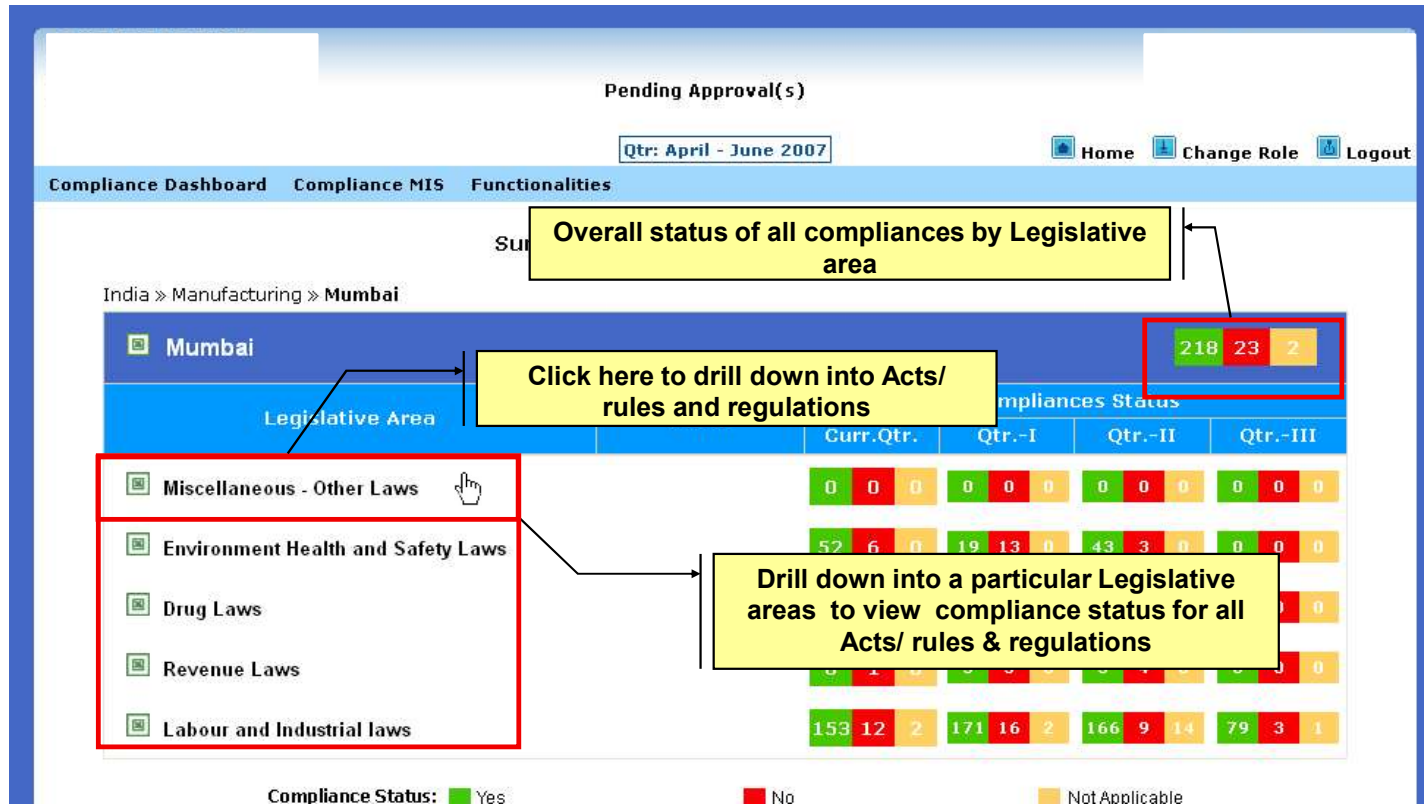
Compliances Status

Location	Owner	Curr.Qtr.	Qtr.-I	Qtr.-II	Qtr.-III
Mumbai	Mr.Abc . Xyz, Director - Manufacturing	218 23 2	201 33 2	220 17 16	79 3 16
Bangalore	Mr.Abc . Xyz, Director - Manufac	40 9 1	37 6 0	36 14 0	0 0 0
Patna	Mr.Abc . X				0 0 0
Indore	Mr.Abc . X				0 0 0
Goa	Mr.Abc . Xyz, General Manager - Works	0 0 0	0 0 0	0 0 0	0 0 0

Compliance Status: ■ Yes ■ No ■ Not Applicable

Drill down into a particular Sub locations to view compliance status for all locations under SBU

## Reviewer – Drill down by location/SBU/Sub-location/Legislative area



# Reviewer – Drill down by location/SBU/Sub-location/Legislative area/ Act

Pending Approval(s)

Qtr: April - June 2007

Home Change Role Logout

Compliance Dashboard Compliance MIS Functionalities

Overall status of all compliances by Acts/ rules & regulations

India » Manufacturing » Mumbai » Environment Health and Safety Laws

Environment Health and Safety Laws

52 6 0

Click here to drill down into Statutory provisions

Act/Rules/Regulations	Manager	Curr.Qtr.	Qtr.-I	Qtr.-II	Qtr.-III
Environment Protection Act, 1986 and Environment (Protection) Rules, 1986	Mr.Abc . Xyz, Senior Manager - EHS	2 1 0	1 2 0	2 0 0	0 0 0
Hazardous Wastes (Management and Handling) Rules, 1989	Mr.Abc . Xyz, Senior Manager - EHS				
Manufacture, Storage And Import Of Hazardous Chemicals Rules, 1989	Mr.Abc . Xyz, Senior Manager - EHS				
The Water (Prevention And Control Of Pollution) Act, 1974	Mr.Abc . Xyz, Senior Manager - EHS	3 0 0	1 2 0	2 0 0	0 0 0
The Air (Prevention And Control Of Pollution) Act, 1974	Mr.Abc . Xyz, Senior Manager - EHS	4 0 0	2 1 0	2 0 0	0 0 0

Drill down into a particular Acts, rules & regulations to view compliance status for all Statutory Provisions

# Reviewer – Drill down by location/SBU/Sub-location/Legislative area/ Act/Statutory provision

Pending Approval(s)

Qtr: April - June 2007

Home Change Role Logout

Compliance Dashboard Compliance MIS Functionalities

Overall status of all compliances by Statutory Provisions

India » Manufacturing » Mumbai » Environment Health and Safety Laws » Environment Protection Act, 1986 and Environment (Protection) Rules, 1986

Environment Protection Act, 1986

Click here to drill down into Compliance areas

Statutory Provision	Owner	Compliances Status			
		Curr.Qtr.	Qtr.-I	Qtr.-II	Qtr.-III
Section 7 : Persons carrying on industry, operation. & Rule 3 - Schedule I & IV.		0 1 0	1 0 0	1 0 0	0 0 0
Section 9 & Rule 12 : Furnishing of information		1 0 0	0 1 0	0 0 0	0 0 0
Rule 14 : Environmental Statement in Form V					

Drill down into a particular Statutory provisions to view compliance Ares

Compliance Status: ■ Yes ■ No ■ Not Applicable

## Reviewer – Drill down by location/SBU/Sub-location/Legislative area/ Act/Statutory provision/Compliance Area

Pending Approval(s)

Qtr: April - June 2007

Home Change Role Logout

Compliance Dashboard Compliance MIS Functionalities

Survey Results

**Overall status of compliances area**

India » Manufacturing » Mumbai » Environment Health and Safety Laws » Environment Protection Act, 1986 and Environment (Protection) Rules, 1986 » **Section 7 : Persons carrying on industry, operation. & Rule 3 - Schedule I & IV.**

**Compliance area details**

Section 7 : Persons carrying on industry, operation & Rule 3 - Schedule I & IV. 0 1 0

Compliance Area	Owner	Compliances Status			
		Curr. Qtr.	Qtr.-I	Qtr.-II	Qtr.-III
Section 7 Persons carrying on industry, operation & Rule 3 , Schedule I & IV	Mr.Abc . Xyz , Officer	0	1	0	--

Whether the company is discharging or emitting or permitting to be discharged or emitted any environmental pollutant within the standards prescribed under the Environment (Protection) Rules, 1986

No

Not Applicable

**The user can view compliance details of a non compliance, not applicable and compliance proof not available by clicking on the icon**

**Click here to proceed**

## HR Audit measures

# HR Audit Measures

## Audit measures

Audit measures are those activities or processes put in place to ensure that the security and performance of an organization's data and systems are maintained. These measures can include assessing a system's vulnerability to attack, regularly testing the system's security, using strong authentication methods and access control measures, monitoring user activity, conducting periodic audits, and implementing data encryption or other protective measures.

1. Analyzing existing HR policies and procedures for compliance with applicable laws and regulations.
2. Evaluating job descriptions for accuracy and legal compliance.
3. Assessing the effectiveness of recruitment and selection processes.
4. Examining the structure of the organization's compensation and benefits programs.
5. Assessing the organization's training and development programs.
6. Investigating allegations of discrimination or harassment.
7. Reviewing employee handbooks and other HR documents.
8. Examining HR data and analytics.
9. Evaluating the organization's culture and work environment.
10. Investigating records of employee grievances and disputes.

## HR auditing as a tool of HR valuation

# HR Valuation

## HR Valuation

It involves **measuring the costs incurred by business firms and other organizations to recruit, select, hire, train and develop human assets**



- Cost of hire
- Time to hire/time to fill
- Learning and development budget
- Training time in days
- Time since last promotion

- Engagement score
- Employee attrition rate
- Absenteeism rate
- Individual performance
- Team performance
- Quality of hire

Source: Academy to Innovate HR

# HR Benchmarking

# HR Benchmarking

## Benchmarking

Benchmarking is a process of measuring the performance of a company's products, services, or processes against those of another business considered to be the best in the industry, aka **“best in class.”**

## Best Practices



Source: Academy to Innovate HR

# Diversity, Equity and Inclusion (DEI)

## DEI Ambition

Our **Diversity & Inclusion Ambition** is to provide **equal opportunities to everyone everywhere** and to ensure all employees feel **uniquely valued and safe to contribute their best**

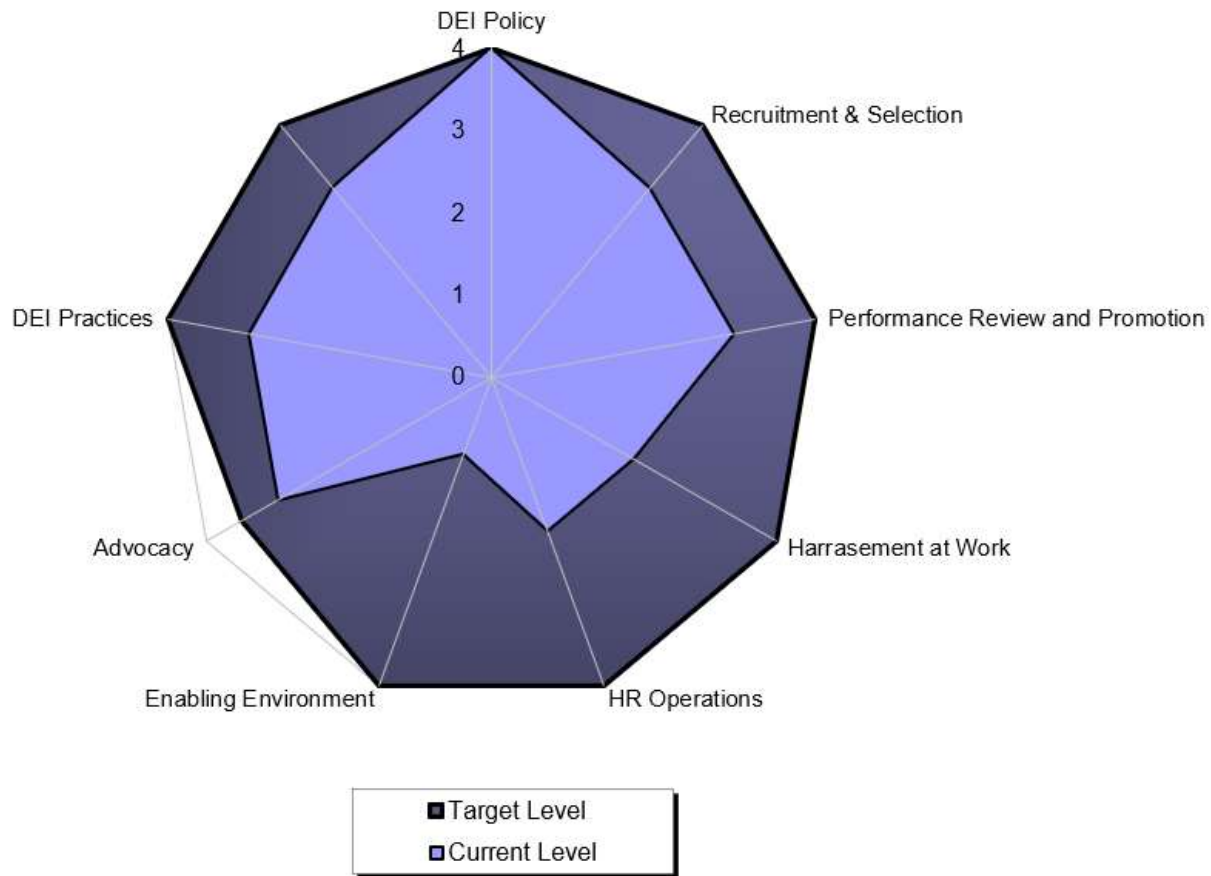
1. DEI Policy
  2. Recruitment & Selection
  3. Performance Review and Promotion
  4. Harassment at Work
  5. HR Operations
  6. Enabling Environment
  7. Advocacy
  8. DEI Practices
- 4 Best in Class Organisation
  - 3 Progressive
  - 2 Well managed
  - 1 Un-organised

## Exercise



[https://forms.office.com/Pages/ResponsePage.aspx?id=reFRbkvFOUu1mA\\_-muaP79N7DoITH0BPgubU0oXDkspUNFVDVFU4VFZHRTU1NDhVVVAzVVgxWTVSSi4u](https://forms.office.com/Pages/ResponsePage.aspx?id=reFRbkvFOUu1mA_-muaP79N7DoITH0BPgubU0oXDkspUNFVDVFU4VFZHRTU1NDhVVVAzVVgxWTVSSi4u)

# Diversity, Equity and Inclusion (DEI)



- 4 Best in Class Organisation
- 3 Progressive, CI
- 2 Well managed
- 1 Unorganised WoW

# Wipro

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## Good Practice in Employment

### Key Features

Holistic Framework — six-pronged approach called 'CREATE':

C : Career

R : Recruitment

E : Enablement

A : Accessibility

T : Talent Transformation

E : Engagement

- Disability Council
- Disability Inclusion Lead
- Accessibility Team

### Initiatives

- Winclusive – Employees with Disabilities Network
- Reverse Mentoring Program

### Impact

- 500 + employees with disabilities (0.5%)
- Won national/international Awards
- Accessibility as a business vertical in Wipro

## Accenture (India)

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### Good Practice in Employment

#### Key Features

- Framework — 4 A's:
  - Accommodations
  - Accessibility
  - Attitudinal changes
  - Accountability
- India Accessibility Council
- Persons with Disability Champions Network (more than 1,400 members)
- Innovative Technology Solutions

*Dhvani* (a speech to text translator using AI)

*Drishti* (AI powered app that helps people with disabilities in navigation)

#### Impact

- 2,300 persons (4.5 percent of their total workforce) (2017 – Global statistics)
- Innovative Technology solutions for enabling people with disabilities
- Greater trust from employees

# Mphasis

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## Key Features

- Twin Track Approach – HR and CSR Initiatives
- Pre Employment Training – Project Communicate
- Train the Trainers Course for NGOs
- Scaled up to Bhubaneswar, Baroda and Ahmedabad and Indore

## CSR Initiatives

Their CSR projects have a disability component:

- Inclusive education in rural schools
- Office of Disability Services (ODS) at IIMB
- Accessible taxi services in India

## Impact

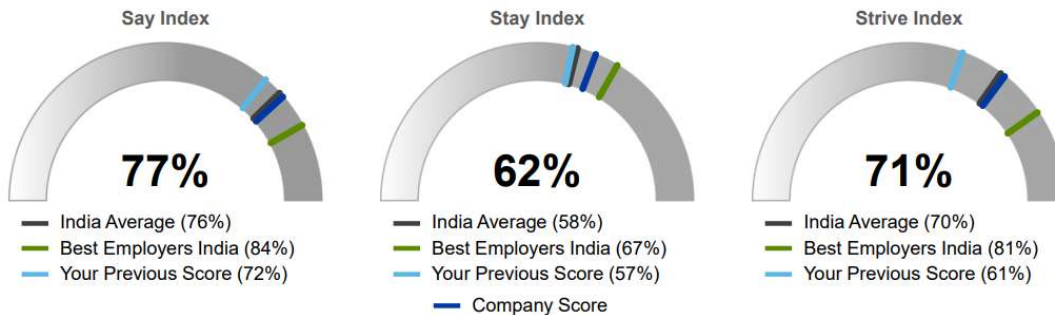
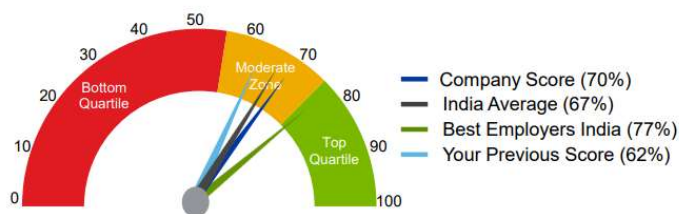
- From 2007 to 2012, the number of employees with disabilities grew from 56 to 500 (It decreased only when the BPO wing of Mphasis was sold.)
- IIMB is a preferred MBA institution for students with disabilities
- Uber Access enhanced independence of hundreds of people with disabilities in the city of Bengaluru

# HR Benchmarking

## Best Employer Survey - Example

### Employee Engagement and Business Results

Organisations in India need an employee engagement level of 75% or better to drive superior business results.



*India average includes the data of organisations surveyed using Aon engagement methodology over last 2 years*



# HR Benchmarking

## EMPLOYMENT DATA

	n	25th Percentile	Median	75th Percentile	Average
Average employee tenure	1,008	5 years	8 years	11 years	8 years
Annual overall turnover rate	1,175	6%	14%	24%	18%
Annual voluntary turnover rate	911	4%	9%	17%	13%
Annual involuntary turnover rate	883	1%	3%	8%	6%
Annual high performer turnover rate	561	0%	0%	3%	3%



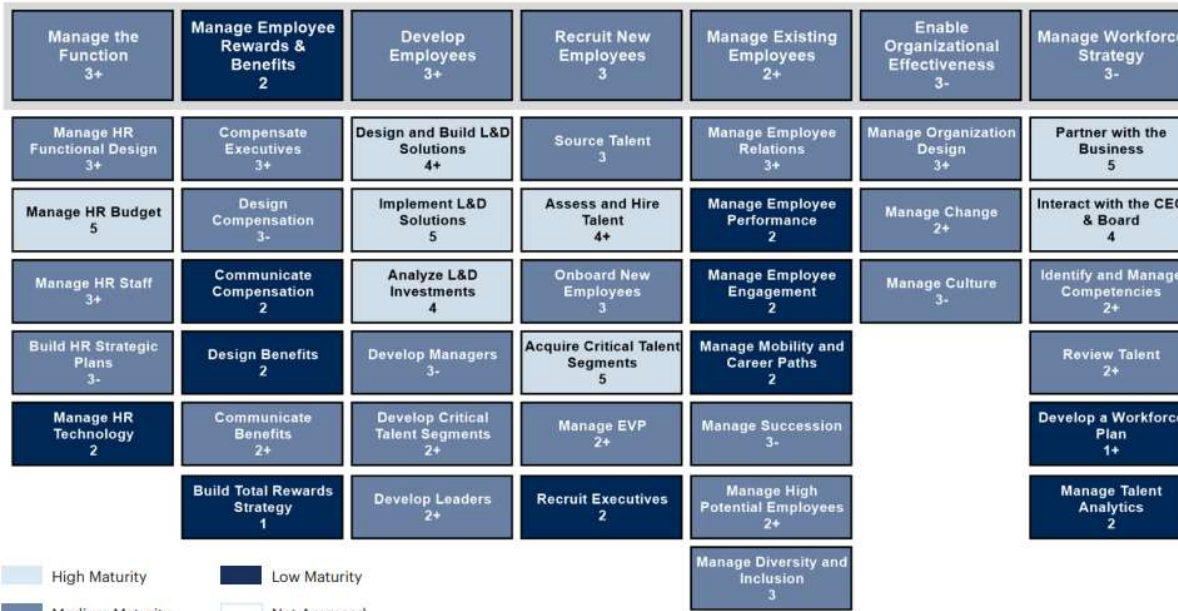
SHRM Report

\* Metrics with a sample size ("n") of less than 5 are not displayed.

Source: SHRM Customized Human Capital Benchmarking Report

# HR Benchmarking

Gartner HR Score benchmarks your self-assessment to provide you with a current maturity score by activity.



Gartner Score card

**Maturity:** Measured on a scale ranging from 1 (Low) to 5 (High), maturity measures how advanced an organization's development is in a functional activity relative to Gartner's best practice research. Maturity scores are refined with a (+) or (-) to indicate intermediate levels of maturity.

The set of activities as mapped here is subject to change.

Source: Gartner  
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Gartner

### Benefits

- Improved compliance (Internal processes or statutory compliances)
- Benchmarking
- Increased confidence | Credibility
- Improved efficiency | More accurate records
- Increased transparency
- Reduced cost | Minimise risk and liabilities
- Continuous improvement
- **Brand image**

Thanks !