

## Application Form - Excellence in Developing Future Leaders

### Category Definition

Excellence in Developing Future Leaders recognizes organizations that create meaningful impact by building leadership capability and potential across all career stages—from emerging talent to experienced leaders. Organizations should have designed forward-looking, innovative programs that develop essential skills, strengthen real-world experience, and nurture individual aspirations for specific talent cohorts. Through mentorship, experiential learning, and structured career pathways, they empower young professionals and existing leaders to grow with confidence, adaptability, and a future-ready mindset. Their sustained commitment ensures a resilient talent pipeline, continuous personal and professional growth, and long-term workforce competitiveness in the region.

### Evaluation Parameters

INNOVATION	IMPACT	SCALABILITY
<ul style="list-style-type: none"> <li>Creative and tech-enabled solutions for driving youth development &amp; integration, creating skill or capability based career growth opportunities and enabling systemic changes at an organisation level that cater to sustainable and strategic talent planning.</li> <li>Variety of approaches/delivery modes/platforms used in the project/ initiative</li> <li>Awareness generation and popularizing the system/process in the organization (communication &amp; engagement)</li> <li>Integration of the project/ initiative with the HR strategy and overall organization strategy</li> </ul>	<ul style="list-style-type: none"> <li>Measuring success through direct and indirect, observable metrics and benefits resulting from the initiative action items (at employee, stakeholder and systemic levels)</li> <li>Parameters used to measure business and strategic impact of the project/ initiative (qualitative and quantitative metrics)</li> <li>Parameters used to measure the satisfaction level, usage, and value of the project/ initiative for the target audience and employees covered by the program (people impact metrics)</li> <li>Recognition of the initiative/ project in internal and external forums</li> </ul>	<ul style="list-style-type: none"> <li>Self-sustaining, and technology enabled action plan, showcasing future forward approach in business sustainability that fosters talent readiness, individualized learning paths, talent cohort wise engagement &amp; retention, industry level competitiveness and talent agility.</li> <li>Financial and people related investments, leadership and strategic buy-in, employee driven agendas and clear stakeholder wise ownership &amp; accountability (e.g. details of organizational culture and infrastructural changes made, alignment with strategic business goals)</li> <li>Adequate balance between a human touch (exceptions, personal connect) of the project/ initiative and transactions required due to processes implemented (through established norms, detailed guidelines)</li> <li>Continued improvement in the metrics/sustained reasons made through design elements and implementation planning</li> </ul>

## **Eligibility Criteria**

Eligible initiatives may be single or multiple programs that have been effectively operational (implemented and not just in planning phase) for at least 12 months. The following are indicative disciplines that the initiative could fall under:

- Nurturing Young Talent
- Youth Skill Building
- Emerging Leaders Program
- Executive Development Program
- Coaching & Mentoring
- Manager Effectiveness Programs
- Leader Assessment and Feedback
- Individual Career Enablement & Growth
- Succession Planning
- Continuous Leadership Learning

## APPLICATION FORM

**As a reminder, please specify if you are applying as the local entity/subsidiary/independent firm in the given geography. And ensure that the project/ initiative has been in operation (implemented and not just in planning phase) in the entity applying for the award for minimum 12 months.**

Details of SPOC (Single Point of Contact): This could be the CHRO or relevant Functional Head.

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Email: \_\_\_\_\_

Contact Number: \_\_\_\_\_

### Section A - Participant Information

All questions are mandatory. Your questionnaire may not be considered complete if these questions are left blank.

1. Company/Entity Name Applying for the Award (share full registered name):
2. Please share abbreviation of the Company/Entity Name (this is for publishing/printing on certificates and additional collateral, if you are a winner of the SHRM STAR Awards 2025):
3. Upload a hi resolution jpeg file of your company logo (this is for our records and publishing on the website, if you are a winner of the SHRM STAR Awards 2025):
4. Date of Incorporation of Company/Entity:
5. Parent Company Name (if applicable):
6. Parent Company Headquarters (if applicable):
7. Regions of Operation (if applicable):
  1. GCC (Gulf Countries Corporation)

2. Levant
3. North Africa
4. Europe
5. Americas
6. Asia-Pacific
7. Others (please specify)

8. Nature of Business/Industry Type:

1. Healthcare
2. Pharmaceuticals
3. Manufacturing
4. Services
5. Hospitality
6. IT/ITeS
7. Consulting
8. Education
9. Automotive
10. Military
11. Real Estate
12. Others

9. Nature of Ownership:

1. Corporate
2. Partnership
3. Trust
4. Government
5. Semi-Government
6. Foreign Owned Multinational

10. Revenues (as of Financial Year 2025)

1. < \$ 5mm

2. > \$5mm < \$20mm
3. > \$20mm < 50mm
4. > \$50mn

11. Structure of the HR function

1. Centralized versus decentralized
2. Outsourced/In-House HRIS
3. Extent of automation

12. Financial Year followed (Responses provided in Section A and B will be considered accordingly)

1. Jan – Dec
2. Apr – Mar
3. Jun – Jul
4. Other

13. HR Metrics:

Metrics	Unit	FY 2023-24	FY 2024-25	FY 2025-26
Revenue Growth	%			
Profit Growth	%			
Total Employee Headcount (Full Time Equivalent/ Permanent Employees)	Nos.			
Total Contractual Employee Headcount	Nos.			
Total HR Employee Strength (FTE)	Nos.			
HR to Employee Ratio	%			
Diversity Ratio [females, males, differently abled]	%			
Average Employee Age	Years			
Voluntary Attrition Rate (Annual)	%			
Employee Engagement Scores	On a scale of 1 to 10			

## Section B – Quantitative and Qualitative Metrics

This section covers the **quantitative and qualitative aspects of the initiatives** under the concerned category. Providing all the information under this section will enhance your nomination and aid the jury in accurate evaluation of your application.

For the **qualitative** section, space is available to capture **details of the depth and breadth of your organization’s initiative**. Please restrict your responses in this section to approximately **500 words per response**.

For the **quantitative** section, please provide **metrics that support the responses provided in the qualitative section with tangible metrics that show the direct and indirect impact of the initiative/s**. A few indicative options of metrics tracked for this award category are provided for each sub-element. You may fill the details basis the metrics that are tracked in your organization.

Both the quantitative and qualitative aspects follow the **three pillars of evaluation, which are Innovation, Impact and Scalability**. Each evaluation criteria is clearly defined. Please go through the definitions for each and share your responses accordingly.

## INNOVATION

This criterion looks at:

- **Creative and tech-enabled solutions for driving youth development & integration, creating skill or capability based career growth opportunities and enabling systemic changes at an organisation level that cater to sustainable and strategic talent planning**
- **Variety of approaches/delivery modes/platforms used in the project/ initiative**
- **Awareness generation and popularizing the system/process in the organization (communication & engagement)**
- **Integration of the project/ initiative with the HR strategy and overall organization strategy**

### INNOVATION: Qualitative Metrics

For the qualitative section, space is available to capture details of the depth and breadth of your organization's initiative. Please restrict your responses in this section to approximately 500 words per response.

**1. What were the key problem areas/ issues faced by the organization that required an innovative initiative/ organization-wide change to be implemented?**

[Indicative qualitative metrics – Decision-making processes, delivering business value, transparency and integrity, talent gaps, changing business priorities, employee accountability etc.]

**2. Describe the initiatives that emerged to address the above-mentioned problem areas/ issues and their key objectives.**

[Indicative qualitative metrics – Alignment of organization values, autonomy in decision-making, employee-led ideas, employee communication approaches, recognition portals, customised career shaping, leadership development across levels etc.]

## INNOVATION: Quantitative Metrics

For the quantitative section, please **provide metrics that support the responses provided in the qualitative section with tangible metrics** that show the direct and indirect impact of the initiative/s.

A **few indicative options of metrics** tracked for this award category are provided as well (**click here**). You may fill the details basis the metrics that are tracked in your organization.

Metric Name	Unit of Measurement	FY 2023-24	FY 2024-25	FY 2025-26
Metric #1 <sup>(i)</sup> <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #2 <sup>(i)</sup> <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #3 <sup>(i)</sup> <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #4 <sup>(i)</sup> <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #5 <sup>(i)</sup> <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only

### Indicative Quantitative Metrics:

- Creative and tech-enabled solutions:
  - % of leadership development touchpoints delivered through digital or AI-enabled tools; Increase in usage of VR/AR simulations or digital leadership labs
  - AI-generated personalized development plans (PDPs) adoption rate; Reduction in time-to-skill or time-to-role readiness due to tech-enabled interventions
- Variety of approaches/delivery modes/platforms used in the project/ initiative
  - Number of distinct development formats used (e.g., coaching, job rotations, digital academies, simulations, action learning); Cross-platform participation rates (onsite + digital + hybrid)
  - Increase in ecosystem partnerships (universities, EdTech, industry bodies); Coverage across regions, business units, and talent cohorts; Number and percentage of employees participating in leadership development programs; Completion rates of leadership development programs
- Awareness generation and popularizing the system/process in the organization (communication & engagement)
  - Campaign engagement rate (email opens, clicks, intranet visits, video views); Participation ratio in leadership nominations or applications after awareness drives
  - Mentor/leader volunteer rate in leadership programs; Increase in leadership program NPS following engagement activities
- Integration of the project/ initiative with the HR strategy and overall organization strategy
  - % of succession-critical roles with ready-now or ready-soon leaders; % of leadership KPIs embedded into organizational scorecards
  - Internal fill rate for leadership roles driven by development programs



## IMPACT

This criterion looks at:

- Measuring success through direct and indirect, observable metrics and benefits resulting from the initiative action items (at employee, stakeholder and systemic levels)
- Parameters used to measure business and strategic impact of the project/ initiative (qualitative and quantitative metrics)
- Parameters used to measure the satisfaction level, usage, and value of the project/ initiative for the target audience and employees covered by the program (people impact metrics)
- Recognition of the initiative/ project in internal and external forums

### IMPACT: Qualitative Metrics

#### 3. How did you assess the effectiveness of the initiatives undertaken and what were the results?

[Indicative qualitative metrics – Employee satisfaction scores, client/employee feedback, manager feedback etc.]

#### 4. What impact have your initiatives had on your key stakeholders?

[Indicative qualitative metrics – Employee engagement, employee empowerment, employee loyalty, open organization culture etc.]

## IMPACT: Quantitative Metrics

For the quantitative section, please **provide metrics that support the responses provided in the qualitative section with tangible metrics** that show the direct and indirect impact of the initiative/s.

A **few indicative options of metrics** tracked for this award category are provided as well ([click here](#)). You may fill the details basis the metrics that are tracked in your organization.

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Metric #2 (i) <a href="#">&lt;click here to view sample metrics&gt;</a>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #3 (i) <a href="#">&lt;click here to view sample metrics&gt;</a>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #4 (i) <a href="#">&lt;click here to view sample metrics&gt;</a>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #5 (i) <a href="#">&lt;click here to view sample metrics&gt;</a>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only

### Indicative Quantitative Metrics:

- Business and Strategic Impact
  - Increase in internal leadership role fill rate; Reduction in time-to-fill for leadership or critical roles
  - Improvement in business unit performance led by program graduates; Increase in ROI of leadership programs (measured through cost savings or productivity gains)
- Systemic Impact
  - % of roles with identified successors across levels; Increase in cross-functional mobility or rotations enabled by the program; Percentage of diverse employees who have completed leadership programs and moved into leadership roles; % of women in leadership roles; % of program participants moving into strategic roles
  - Number of business units adopting the leadership framework; Reduction in leadership capability gaps (based on capability assessments)
- People Impact
  - Improvement in leadership readiness scores (for e.g. Readiness index for emerging leaders), Increase in retention of high-potential talent; Comparison of retention rates between program participants and non-participants; Pre- and post-program assessment scores showing improvement in leadership skills; 360-degree feedback scores before and after program participation showing behavioral improvement

- Percentage of program participants promoted within a certain period; Average time to promotion for program participants versus non-participants; Average performance rating of participants of leadership programs
- Participant satisfaction/NPS for leadership programs; Increase in participation or completion rates across leadership cohorts; Number of mentoring or coaching relationships established through leadership programs
- **Stakeholder Perception and Recognitions**
  - Improvement in brand reputation and stakeholder trust; increase in perceived sentiment scores (e.g. Confidence in internal leadership pipeline, employer of choice ranking)
  - Increase in developing future leaders-related positive media mentions or social engagement metrics, awards received for the initiative in internal or external forums, industry associations, regional/ global forums (e.g., leadership program recognition, External awards or certifications received for leadership development)

## SCALABILITY

This criterion looks at:

- **Self-sustaining, and technology enabled action plan, showcasing future forward approach in business sustainability that fosters talent readiness, individualized learning paths, talent cohort wise engagement & retention, industry level competitiveness and talent agility.**
- **Financial and people related investments, leadership and strategic buy-in, employee driven agendas and clear stakeholder wise ownership & accountability (e.g. details of organizational culture and infrastructural changes made, alignment with strategic business goals)**
- **Adequate balance between a human touch (exceptions, personal connect) of the project/ initiative and transactions required due to processes implemented (through established norms, detailed guidelines)**
- **Continued improvement in the metrics/sustained reasons made through design elements and implementation planning**

### SCALABILITY: Qualitative Metrics

**5. What are the key factors that are required for the initiatives to sustain and grow over the next few years?**

[Indicative qualitative metrics – Budget allocation, separate team, employee involvement audit, formal policy on these initiatives etc.]

**6. What are some of your planned developing future leaders' Initiatives for the next 2 to 3 years?**

## SCALABILITY: Quantitative Metrics

For the quantitative section, please **provide metrics that support the responses provided in the qualitative section with tangible metrics** that show the direct and indirect impact of the initiative/s.

A **few indicative options of metrics** tracked for this award category are provided as well (**click here**). You may fill the details basis the metrics that are tracked in your organization.

Metric Name	Unit of Measurement	FY 2023-24	FY 2024-25	FY 2025-26
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Metric #5 <sup>(i)</sup> <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only

### Indicative Quantitative Metrics:

- Long-term Commitment and Resource Prioritization:
  - Timelines or financial commitments, resource allocations for long-term goals and milestones set for developing future leaders’ initiatives (consistency in planning and implementation, success metrics for employee participation and engagement, and cultural impact, % of developing future leaders’ funds allocated across multi-year cycles)
  - Milestones for an employee led, technology enabled action plan with data driven tracking & implementation (dashboards, impact-tracking tools), number of dedicated resources/roles (Increase in full-time or certified leadership development facilitators/mentors) added annually; Growth in the number of cohorts or participants covered each year; % of workforce covered by leadership pathways across levels
- Continuous Improvement:

- Number of program enhancements or redesign cycles implemented annually, frequency of program updates based on feedback and performance reviews, Improvement in leadership capability scores year-on-year
- Increase in program adoption or completion rates after each iteration; Reduction in identified skill gaps through ongoing measurement
- **Integration with Business Strategy:**
  - Degree of alignment between developing future leaders' initiatives and the company's core business strategy, inclusion of succession planning and employee development goals in employee performance metrics and reports; Number of business units formally adopting the leadership framework or pipeline model
  - % of strategic roles filled by participants from leadership programs; Increase in rotation, mobility, or cross-business stretch assignments
- **Transparency and Reporting:**
  - Number of leadership pipeline dashboards published annually; % of leadership data validated or audited for accuracy and fairness
  - Frequency of communication on pipeline progress to stakeholders; Number of data points tracked (skills, performance, readiness, aspiration)
- **Sustainable Impact:**
  - Expansion of developing future leaders' initiatives across regions/business units (scalability index); target for multi-year improvement trend in leadership bench strength
  - Percentage of graduates who progress into broader organizational leadership roles; Retention rate of leadership program alumni over long-term cycles

**7. Please use the space below to add any further details/information to supplement your responses provided in the above three sections for Innovation, Impact and Scalability.**

*Note: You may choose to attach up-to five supporting collaterals for a particular award category (maximum file size: 5 MB for PDF and 2 GB for MP4). These collaterals will be accepted only in the form of PDF documents or MP4 video files. [Please note no excel formats, links hyperlinked in text will be accepted. In case of a video submission, this video needs to talk specifically about the intervention/ practice been showcased and should not be a generic one.]*

**GLOSSARY OF KEY TERMS USED/STANDARD UNDERSTANDIGN OF TERMINOLOGY**

<b>Terms</b>	<b>Descriptions</b>
FY (Fiscal Year)	Refers to the financial year followed in the region. 1 <sup>st</sup> April to 31 <sup>st</sup> March (Please clarify in section A in case of exception)
Leadership Team	The top 2 tiers of your organization i.e. the Chairman/ MD/ CEO and Executive Board (or equivalent).
Senior Management	This includes first level reports of the Leadership Team
Middle Management	This includes senior managers with experience ranging between 8 to 16 years
Junior Management	This includes first level managers with experience ranging between 2 to 8 years
Staff	This includes Individual contributors with no people managerial responsibility (i.e., no one reporting to them)
Blue Collar	Skilled and unskilled workers
Full Time/ Permanent Employees	These are employees, who are on the payroll of the organization and work a normal week. These do not include seasonal staff, temporary staff, contractors, consultants, vendors etc.
Employee Growth Rate	Year on Year increase in the number of employees (Full time and Permanent employees only)
Average Employee Age Group	This refers to the average age group (range) within which most of the organization's employees would fit.
Offer Drop %	Percentage of Employment Offers rejected
Employee Engagement Scores	We are referring to the Employee Engagement survey which is conducted every year in the organization. Calculated as number of respondents (employees who have responded to this area/shared this as a factor of engagement related to the organization) as a percentage of the total number of respondents.
Customer Satisfaction Scores	Customer Satisfaction Scores captured through a survey. This includes external customers only.