

Application Form - Excellence in Employee Engagement and Retention

Category Definition

Excellence in Employee Engagement & Retention recognizes organizations that lead the way in creating a highly engaged, motivated, and committed workforce through progressive people practices. Organizations should have adopted modern strategies — such as personalized employee experience design, data-backed engagement insights, wellbeing initiatives, flexible work models, and clear career progression pathways — to enhance belongingness, performance, and loyalty. Organizations should have implemented a holistic approach that has created a thriving culture where employees feel valued, supported, and empowered to grow.

Evaluation Parameters

INNOVATION	IMPACT	SCALABILITY
<ul style="list-style-type: none"> • Creative and tech-enabled solutions for supporting a purposeful work environment, employee communication, empowerment & autonomy, creating established norms for employee experience while enabling systemic changes at an organisation level that cater to values adoption, employee loyalty, culture building, organisation structural efficiencies. • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Self-sustaining, and technology enabled action plan, showcasing future forward approach in business sustainability that fosters organisational alignment and collaboration, employee satisfaction and trust, through regular business & culture assessments, proactive talent engagement & retention initiatives and effective change management. • 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

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:

- Employee Satisfaction
- Organisation Structure, Job Design, Role Frameworks and Talent Planning
- Employee Experience and Lifecycle Management
- Employee Voice, Listening, and Feedback Systems
- Organisation Culture and Purpose Alignment
- Workplace Flexibility, Hybrid Work Programs and Employee Autonomy
- Employee Exit Analysis and Management
- Specific Talent Retention Strategies
- Specific Internal Talent Mobility Programs

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 supporting a purposeful work environment, employee communication, empowerment & autonomy, creating established norms for employee experience while enabling systemic changes at an organisation level that cater to values adoption, employee loyalty, culture building, organisation structural efficiencies.**
- **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 – poor employee participation in organisation/ culture building, lack of structured communication on key organisational agendas, slow change management, resistance to collaboration or targeted retention initiatives, poor employee engagement or satisfaction scores, poor employee feedback at time of exit, etc.]

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

[Indicative qualitative metrics – employee engagement action plan, exiting employees feedback analysis, structured organisation annual communication & engagement agenda, proactive rewards & recognition program for employee retention, 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 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #2 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #3 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #4 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #5 ⁽ⁱ⁾ <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 employees using AI-enabled engagement or listening platforms; Reduction in time to resolve employee issues through digital case-management or chatbots
 - Increase in predictive retention model accuracy for identifying at-risk talent; Usage of personalized digital EX journeys (e.g., nudges for wellbeing, mobility, skill growth)
- **Variety of approaches/delivery modes/platforms used in the project/ initiative**
 - Number of distinct engagement and retention channels (pulse surveys, feedback apps, stay interviews, ERGs, recognition platforms); Cross-platform engagement rates across hybrid work and digital collaboration tools (e.g. participation in hybrid onboarding, townhalls, recognition apps, and virtual ERGs)
 - Increase in mobility pathways or internal gigs offered as retention levers; overage of flexible/remote work programs across job families (e.g. Internal gig postings, Flex/remote options available)
- **Awareness generation and popularizing the system/process in the organization (communication & engagement)**
 - Engagement rate for culture, recognition, and retention campaigns; Increase in participation in listening systems (pulse surveys, stay interviews, focus groups)
 - Manager enablement training completion for engagement/retention programs; Usage analytics of communication platforms (EX portals, recognition apps, culture hubs)
- **Integration of the project/ initiative with the HR strategy and overall organization strategy**
 - % of business KPIs tied to engagement, culture, or retention outcomes; Reduction in regrettable attrition in strategically important roles or cohorts (e.g. Regrettable attrition after integrating retention strategies into talent planning)
 - Internal mobility increase as a core retention strategy; Investment growth in EX, wellbeing, and retention programs as a share of HR budget

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 – tangible business and performance impact, improvement in culture alignment parameters or employee lifestyle parameters or organisation assessment parameters, reduced attrition, workplace satisfaction score, working style parameters across teams, etc.]

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

[Indicative qualitative metrics – improved employee satisfaction improved manager feedback, improved employee participation in organisation initiatives, 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 #5 ⁽ⁱ⁾ <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:

- Business and Strategic Impact
 - Reduction in overall attrition/turnover rate; Increase in productivity or performance scores attributed to higher engagement (e.g. % attrition reduction, KPIs of highly engaged teams)
 - Decrease in cost-per-hire or turnover-related costs; Improvement in internal mobility and succession readiness (e.g. Annual savings through reduced backfilling and rehiring needs, reducing dependency on external hiring through internal mobility)
- Systemic Impact
 - Increase in cross-functional role moves, job rotations, or project-based mobility (e.g. Role clarity scores); Improvement in job-role clarity and structural alignment (via frameworks, redesigns)
 - Coverage of employee segments through structured retention initiatives; Increase in lifecycle satisfaction across stages (onboarding → exit) (e.g. End-to-end lifecycle satisfaction index)
- People Impact

- Improvement in Employee Engagement Index / Belonging Index, Increase in participation in employee voice and feedback systems (e.g. Pulse survey participation)
- Increase in retention of high-potential / high-performing employees; Improvement in flexibility and well-being utilization metrics (e.g. Usage of hybrid work and wellness programs)
- **Stakeholder Perception and Recognitions**
 - Positive cultural sentiment trends (via sentiment analytics of feedback channels); Increase in eNPS (Employee Net Promoter Score)
 - Number of industry recognitions/awards for culture, engagement, or retention; Improvement in employer brand ranking or perception scores

SCALABILITY

This criterion looks at:

- **Self-sustaining, and technology enabled action plan, showcasing future forward approach in business sustainability that fosters organisational alignment and collaboration, employee satisfaction and trust, through regular business & culture assessments, proactive talent engagement & retention initiatives and effective change management.**
- **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, leadership and employee commitment, formal policy on these initiatives, continuous improvements plan, sustainable workplace practices, regular change management, continuous employee feedback monitoring, etc.]

6. What are some of your planned employee engagement and retention 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.

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Metric #4 ⁽ⁱ⁾ <click here to view sample metrics>	[%,#,\$,Hrs]	Enter a numerical value only	Enter a numerical value only	Enter a numerical value only
Metric #5 ⁽ⁱ⁾ <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 employee engagement and retention initiatives (consistency in planning and implementation, success metrics for employee participation, engagement and retention, and cultural impact, % of employee engagement and retention' funds allocated across multi-year cycles; Multi-year investment in technology upgrades or AI-enabled capabilities)
 - 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 dedicated resources/roles supporting employee engagement and retention innovation) added annually; targeted increase in organization-wide participation in engagement programs over multiple cycles; targeted growth in the number of long-term retention or mobility programs implemented
- Continuous Improvement:

- Number of program enhancements made annually based on feedback and engagement analytics; targeted Year-over-year improvement in engagement survey scores (e.g. improvements rolled out each year across listening programs, hybrid work, and rewards)
- Improvement in program efficiency metrics after iterations; targeted reduction in preventable attrition through targeted, recurring interventions (e.g. high performer attrition); Increase in utilization of improved feedback or voice platforms after redesign
- **Integration with Business Strategy:**
 - % of business units embedding engagement and retention KPIs into their operational scorecards (e.g. Targeted % of BU scorecards including engagement, attrition, and mobility metrics); Number of strategic business decisions informed by engagement or retention analytics (e.g. workforce planning decisions guided by sentiment analytics over the next 3 years)
 - Growth in talent mobility aligned with organizational capability priorities (e.g. % of Lateral or upward moves annually after integration); Targeted increase in retention of employees in critical or strategic roles
- **Transparency and Reporting:**
 - Frequency of engagement dashboards published to leadership and employees; Number of metrics tracked through centralized EX or engagement analytics platforms (e.g. monthly dashboards, number of standardized engagement & retention indicators tracked in real time)
 - % of engagement and retention outcomes included in public ESG or annual reports; Increase in participation in listening cycles due to transparent communication of results (e.g. number of employee-related metrics disclosed externally; Listening survey participation rate)
- **Sustainable Impact:**
 - Targeted Long-term decline in overall voluntary attrition; targeted multi-year improvement in cultural or belongingness indices
 - Targeted Scaling of Employee Engagement and Retention initiatives across regions, roles, job families and hierarchy levels; Targeted sustained retention of high-impact or high-potential talent

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

Terms	Descriptions
FY (Fiscal Year)	Refers to the financial year followed in the region. 1 st April to 31 st 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.