

Application Form - Excellence in Inclusion and Diversity

Category Definition

Excellence in Inclusion and Diversity recognizes organizations that demonstrate measurable progress in creating inclusive and diverse workplaces. These organizations set transparent I&D goals, ensure leadership accountability, and implement innovative, culturally relevant practices that promote gender balance, multicultural integration, and equal opportunity. They foster an environment where all employees feel respected and empowered to contribute, while strengthening business performance and aligning with legal and compliance considerations.

Category Sub-elements and Evaluation Parameters

INNOVATION	IMPACT	SCALABILITY
<ul style="list-style-type: none"> Creative and tech-enabled solutions for driving D&I awareness and engagement, creating growth opportunities and enabling systemic changes at an organisation level for diverse talent groups 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/ system/process 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 diverse employee groups engagement, organisational resilience and cultural impact. 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 (been implemented and not only in planning phase) for at least 12 months. The following are indicative disciplines that the initiative could fall under:

- Inclusive Recruitment and Hiring
- D&I Training and Education
- Employee Resource Groups (ERGs)
- D&I Policies and Practices
- D&I Metrics and Accountability

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 (been implemented and not only 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 D&I awareness and engagement, creating growth opportunities and enabling systemic changes at an organisation level for diverse talent groups
- 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 – employee perception of the level of inclusion, workforce composition, gender equity, pay parity, perceptual differences in performance ratings based on different work groups, etc.]

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

[Indicative qualitative metrics – Application process identifying diverse profiles, trainings to address diversity issues, commitment to diversity as a performance metric, employee communication 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:
 - Number of tech-enabled D&I platforms, number of AI-based screening or performance-review tools (bias-flag rate YoY, Targeted reduction in bias identified, pay parity across diverse talent groups, recognition for diverse skill sets and backgrounds, learning opportunities for diverse talent groups, etc.)
 - Number of new ideas or projects initiated by diverse teams, number of patents filed or products launched by diverse teams
- Variety of approaches/delivery modes/platforms used in the project/ initiative
 - Number/ percentage of employees participating in D&I training programs, forums, events, mentorship circles, learning journeys (the reach and no. of departments, regions covered)
 - Increase in cross-regional or cross-functional collaboration events driven by D&I initiatives, reach of multilingual or culturally tailored content (number of languages/localized variants deployed)
- Awareness generation and popularizing the system/process in the organization (communication & engagement)
 - Employee feedback and evaluation scores for D&I initiatives, D&I sentiment score improvement from periodic pulse surveys (baseline vs. post-initiative)
 - Initiative reach and employee engagement scores for D&I initiatives launched
- Integration of the project/ initiative with the HR strategy and overall organization strategy

- Frequency and quality of diverse perspectives included in decision-making processes, representation of diverse talent in critical roles or succession pipelines (YoY increase)
- No. and type of D&I metrics tracked across various HR systems and platforms (metric name, tangible improvements observed), % of organizational KPIs incorporating D&I metrics at business unit or leadership levels

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 – Diversity surveys, employee feedback, client feedback etc.]

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

[Indicative qualitative metrics – Target audience performance improvements, explore diverse talent potential, challenge perceptions and social stigma, provide platform for diverse talent groups, 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 #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:

- Business and Strategic Impact
 - Comparison of performance metrics of diverse vs. non-diverse teams (e.g., sales/ revenue, project completion rates, goal achievement rate, efficiency rates, recognitions received), Cost savings from reduced attrition or improved talent mobility (annualized impact)
 - Operational efficiency improvements tied to inclusive practices (e.g., reduced project delays, improved decision turnout times), % of business units meeting or exceeding annual D&I KPIs aligned to strategy
- Systemic Impact
 - Increase in representation percentages across gender, nationality, PoD, generational diversity, etc., job offers extended to diverse populations (gender, age, people of determination), reduction in pay equity gaps (median pay gap, equal pay parity ratio), decrease in turnover/attrition rates of diverse talent segments
 - Improvement in promotion and career progression rates for underrepresented groups (YoY % increase), diversity in leadership roles (e.g., percentage of women in executive positions), increase in cross-cultural collaboration scores or cross-team project participation rates, % improvement in inclusive leadership behaviour scores (from 360°/pulse surveys)

- **People Impact**
 - Improvement in D&I-related employee satisfaction/pulse survey scores (e.g., belonging index, fairness index), % increase in participation from underrepresented groups in leadership programs, trainings, or development tracks
 - % reduction in reported incidents of bias, discrimination, or microaggressions (tracked via ethics or grievance systems)
- **Stakeholder Perception and Recognitions**
 - Improvement in brand reputation and stakeholder trust, increase in perceived inclusion scores (e.g., psychological safety, trust, partner selection, equal employment opportunity)
 - Increase in D&I-related positive media mentions or social engagement metrics, awards received for the initiative in internal or external forums, industry associations, regional/ global forums

SCALABILITY

This criterion looks at:

- **Self-sustaining, and technology enabled action plan, showcasing future forward approach in business sustainability that fosters diverse employee groups engagement, organisational resilience and cultural impact**
- **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 – Formal diversity policy, financial and people investments, employee perception audits, diversity ROI, identifying employment groups with diverse profiles, etc.]

6. What are some of your planned/ projected Diversity & Inclusion 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 #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:

- Long-term Commitment and Resource Prioritization:
 - Timelines or financial commitments, resource allocations for long-term goals and milestones set for D&I initiatives (consistency in planning and implementation, success metrics for diverse employee groups engagement, organizational resilience and cultural impact, % of D&I 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 diverse employee groups supported through tech-enabled systems (ERGs, communities, forums)
- Continuous Improvement:
 - Number of evaluations and audits conducted to assess D&I program effectiveness, frequency of program updates based on feedback and performance reviews
 - % increase in automated D&I processes (e.g., bias-free hiring tools, analytics dashboards) YoY, adoption rate of digital D&I platforms or tools across departments/regions (% coverage)

- **Integration with Business Strategy:**
 - Degree of alignment between D&I initiatives and the company's core business strategy, inclusion of D&I goals in corporate performance metrics and reports (Consistent financial and people related investments, % of business units with D&I-linked KPIs)
 - Number of leaders, employees with tied D&I performance KPIs, including bonus-linked metrics
- **Transparency and Reporting:**
 - Quality and frequency of D&I reporting (for e.g. gender reports, PoD, generational diversity)
 - Transparency in disclosing D&I goals, progress, and outcomes (for .e.g nationalization budget, leadership D&I KPIs reported)
- **Sustainable Impact:**
 - Expansion of D&I initiatives across regions/business units (scalability index), for current or predicted challenges outside the organizational business purview
 - % of D&I processes with both automated and personalized components (e.g., hybrid mentorship, blended learning)
 - Turnaround time improvement (%) for D&I-related escalations, accommodations, or support workflows

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.