

Application Form - Excellence in Performance and Total Rewards

Category Definition

Excellence in Performance and Rewards recognizes organizations that achieve significant impact in elevating employee performance and designing forward-thinking reward systems. Organizations should have moved beyond traditional approaches, adopting innovative and data-driven strategies that link performance, capability, and contribution to meaningful rewards. Their practices foster a culture of continuous performance, transparency, and engagement, while strengthening overall employee satisfaction and organizational outcomes.

Evaluation Parameters

INNOVATION	IMPACT	SCALABILITY
<ul style="list-style-type: none"> • Creative and tech-enabled solutions for driving an employee led feedback (appreciative and developmental) giving culture, transparency in processes, and identifying data-driven advancement opportunities, while enabling systemic changes at an organisation level that cater to a continuous performance & recognition culture. • 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 transparency, authentic feedback sharing, organisation and manager/ leader led process improvements and a sense of trust & camaraderie amongst employees. • 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:

- Performance Appraisal Systems
- Continuous Feedback Mechanisms
- Incentive and Bonus Programs
- Recognition Programs
- Non-Monetary Rewards
- Total Rewards Strategy

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 an employee led feedback (appreciative and developmental) giving culture, transparency in processes, and identifying data-driven advancement opportunities, while enabling systemic changes at an organisation level that cater to a continuous performance & recognition culture.**
- **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, 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 – continuous feedback process, manager driven feedback channels, revised performance rating mechanism, potential linked performance assessments, meeting everyone's unique needs for reward systems, especially in a global environment.]

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 performance reviews supported by AI-enabled or analytics-driven tools (reviews completed using AI-generated insights or automated summaries); Reduction in time spent on performance cycles due to digital automation (cycle time)
 - Accuracy or consistency improvement in evaluations using algorithm-supported calibration (Evaluation variance due to data-driven calibration dashboards); % of employees using self-service reward calculators or digital reward dashboards
- Variety of approaches/delivery modes/platforms used in the project/ initiative
 - Number of platforms used to enable continuous performance (check-in apps, goal-tracking tools, feedback systems); % of workforce participating in multiple performance modalities (monthly check-ins, 360s, peer feedback)
 - Growth in digital rewards options (flexible benefits, point-based reward systems, on-demand recognition; personalized rewards, experiential rewards, social recognition, peer to peer)
 - Coverage across regions, business units, and talent cohorts; Number and percentage of employees participating in recognition and rewards programs; Cross-functional involvement in performance evaluations
- Awareness generation and popularizing the system/process in the organization (communication & engagement)
 - Engagement rates in performance and rewards communication campaigns; % increase in employee understanding of performance and rewards mechanisms

- Participation rate in training or orientation for new performance/reward systems; Usage analytics of help tools, FAQs, chatbots supporting the new system
- **Integration of the project/ initiative with the HR strategy and overall organization strategy**
 - % of business goals tied directly to performance KPIs and reward outcomes; Increase in pay differentiation based on capability, performance, and contribution
 - Correlation of reward outcomes with business performance; % of leadership and critical roles using advanced performance metrics (e.g., capability-based KPIs, OKRs, experience-based growth measures)

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 feedback, enhance productivity, employee feedback on the form filling process, sentiments on the rewards program and volume of recognitions in a given period, etc.]

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

[Indicative qualitative metrics – Employee engagement, increased employee participation in recognition initiatives, increased transparency in the performance management process, 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.

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:

- Business and Strategic Impact
 - Improvement in business performance linked to enhanced performance systems (e.g. % productivity increase across business units adopting continuous performance practices); Reduction in time-to-goal achievement or operational cycle time due to clearer performance expectations; Performance of teams with high reward program participation versus those with low participation
 - Increase in revenue or profitability associated with incentive alignment; ROI on total rewards investments (e.g. output gained per reward AED spent)
- Systemic Impact
 - % of organization covered by calibrated, data-driven performance processes; Increase in adoption of continuous feedback mechanisms across levels (e.g. increase in monthly check-ins)
 - Reduction in rating inconsistencies across business units (e.g. Rating variance after implementing calibration and analytics tools); % of reward components redesigned or modernized (e.g., flexible benefits, skill-based pay)

- **People Impact**
 - Increase in employee satisfaction with performance and reward practices; Reduction in attrition among high-performing or high-potential talent; Reduction in turnover rates attributed to reward program implementation; Employee engagement scores pre- and post-reward program implementation; Correlation between reward program participation and employee engagement levels
 - Improvement in employee participation in recognition programs (e.g. number of recognition touchpoints); Increase in perceived fairness and transparency of rewards
- **Stakeholder Perception and Recognitions**
 - Increase in leadership confidence in performance differentiation and reward alignment
 - Number of internal and external recognitions received for total rewards or performance innovation; Improvement in employer brand ranking due to enhanced rewards; Positive media mentions or case study features showcasing performance/reward transformations

SCALABILITY

This criterion looks at:

- **Self-sustaining, and technology enabled action plan, showcasing future forward approach in business sustainability that fosters transparency, authentic feedback sharing, organisation and manager/ leader led process improvements and a sense of trust & camaraderie amongst employees.**
- **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 – incorporating a continuous feedback loop to the business, financial and people investments, employee perception audits etc.]

6. What are some of your planned performance and total rewards 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
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:

- Long-term Commitment and Resource Prioritization:
 - Timelines or financial commitments, resource allocations for long-term goals and milestones set for performance and total rewards’ initiatives (consistency in planning and implementation, success metrics for employee participation and engagement, and cultural impact, % of performance and total rewards’ funds allocated across multi-year cycles; Multi-year investment in technology upgrades or AI-enabled capabilities; Investment in rewards that promote long-term well-being and development of employees (e.g., health and wellness programs, educational opportunities))
 - 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 performance and rewards innovation) added annually
- Continuous Improvement:

- Number of iterative enhancements made annually to performance/reward systems based on analytics or feedback; frequency of program updates based on feedback and performance reviews, Reduction in process bottlenecks or cycle times with each improvement
- Increase in accuracy or fairness scores from calibration or analytics-based adjustments; Rise in participation/completion rates due to system improvements
- **Integration with Business Strategy:**
 - % of business units embedding performance-reward KPIs in their scorecards (rewards-linked productivity and capability KPIs); Increase in strategic roles tied to capability-based or outcome-based rewards (e.g. critical roles having OKR-linked incentive structures)
 - Number of strategic decisions informed by performance data or reward analytics (e.g. talent and business strategy decisions made using reward-performance insights); % of organizational growth objectives linked to reward programs (e.g. enterprise annual goals tied to enhanced variable-pay models); Degree of alignment between reward programs and the company's core values and culture
- **Transparency and Reporting:**
 - Frequency and reach of performance & rewards dashboards/reports; % of performance and reward data externally benchmarked or audited
 - Increase in leader adoption of analytics tools for performance calibration; Number of communication touchpoints used to share reward structures or performance outcomes
- **Sustainable Impact:**
 - Multi-year improvement in performance differentiation (high performers vs. average performers); Stability of reward systems (programs maintained and expanded for 3–5 years)
 - Targeted retention rate among high performers or critical talent segments; Targeted expansion rate of performance and reward innovations across regions or demographics (e.g. AI-enabled calibration tool expansion)

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.