

19TH SINGAPORE HR AWARDS

Nomination Guide

EVALUATE. BENCHMARK. RECOGNISE. GROW.

Beyond recognition, the Singapore HR Awards offer organisations a structured opportunity to reflect on their people practices, assess the maturity of their initiatives, and benchmark themselves against stronger standards in the field.

ABOUT THE AWARDS

Organised by the Singapore Human Resources Institute (SHRI), the Singapore HR Awards recognise organisations and individuals that have made a meaningful difference to their people and workplaces. Now in its 19th edition, the awards celebrate HR practice that is grounded, strategic, and genuinely impactful.

For the organisations and practitioners honoured each year, recognition is both an acknowledgement of what has been built and an encouragement to continue building it. The awards are also a valuable benchmarking exercise. A strong nomination process helps organisations step back, evaluate what they have built, identify where evidence is strongest or weakest, and compare their efforts against practices emerging across the wider HR community.

The process itself can surface useful insights for leaders, HR teams, and business partners. Even for organisations that do not proceed to the final stage, the nomination process offers a useful opportunity to examine the maturity, evidence, and sustainability of their people practices.

WHO SHOULD CONSIDER NOMINATING

- Organisations of all sizes, sectors, and industries operating in Singapore.
- Teams that have implemented a people initiative in the past 12 to 24 months and can show evidence of intent, execution, and outcomes.
- Organisations that want to recognise and celebrate the genuine impact their people practices have made, and to give their HR teams and business leaders the acknowledgement that meaningful work deserves.
- Organisations that want not only to seek recognition, but also to evaluate and benchmark their people practices more rigorously.

A note on size and sector

Judges assess submissions relative to organisational context. A 200-person social service organisation and a 5,000-person multinational are not held to the same operational scale. What matters is the quality of thinking, the clarity of execution, and the honesty of the impact assessment.

AWARD THEME – 19th Singapore HR Awards

The Sound of Heart Work

The **Sound of Heart Work** gives voice to the often unspoken reality behind every people decision. It recognises the moments that shape lives, test judgement, and demand both courage and care.

This is the work that keeps on beating.

The tagline carries a deliberate double meaning. “Heart work” echoes “hard work”, so the rhythm is familiar. But the substitution reframes everything. Heart work is deliberate, people-centred and values-driven. It names what HR practitioners do that is not administrative or transactional, but led by conviction.

THE 10 NOMINATED CATEGORIES

Before deciding where to nominate, review the category descriptions carefully. Some organisations may have initiatives that span more than one category. In such cases, nominate where the primary focus and strongest evidence sit.

#	CATEGORY	IN BRIEF
1	Excellence in Employee Well-being	Well-being strategy, mental and physical health programmes, and how the organisation sustains employee welfare beyond policy.
2	Excellence in People Development	Learning and capability development strategies that build workforce readiness, professional growth, and organisational capability at scale.
3	Excellence in Talent Strategy	An integrated and forward-looking approach to attracting, developing, deploying, and retaining talent aligned to business and workforce needs.
4	Excellence in Rewards and Recognition	Total rewards design, recognition practices, and how the organisation makes employees feel genuinely valued.
5	Excellence in People Policy	Policy design that is fair, clear, and responsive to the needs of a diverse workforce.
6	Excellence in Workforce Innovation	Innovative approaches to workforce transformation through job redesign, skills development, AI adoption, workforce mobility, or new ways of organising work.
7	Excellence in Workplace Culture	How the organisation actively shapes, sustains, and holds itself accountable to its stated culture.
8	Excellence in AI-Enabled HR Practices	Responsible, practical, and impactful use of AI, automation, or data-driven technologies to drive business success through better HR decision-making, employee experience, and workforce outcomes.
9	Excellence in Coaching Culture	A workplace culture where coaching is embedded into leadership, management, feedback, and everyday conversations to support growth, performance, and trust.
10	Excellence in Employer Branding and Talent Attraction	Authentic employer positioning and talent attraction strategies that consistently communicate organisational culture, values, and employee experience across candidate touchpoints.

HOW TO STRUCTURE YOUR SUBMISSION

Each submission follows a five-part structure. The suggested word counts below are guides, not strict limits. What matters is that each section earns its space with specific, grounded content.

1	<p>Problem Statement and Context</p> <p>Describe the organisational context that led to the initiative. Be specific about what you observed, what the data showed, or what the business need was. Avoid starting with the solution. Judges want to understand the problem before they assess the response.</p> <p><i>Suggested length: 300-400 words</i></p>
2	<p>Strategy and Design</p> <p>Explain the intent, goals, and design choices behind the initiative. Judges look for deliberate thinking, not just activity. If trade-offs were made, say so. Clarity of thinking matters more than sophistication of approach.</p> <p><i>Suggested length: 400-500 words</i></p>
3	<p>Implementation</p> <p>Describe what was done, who was involved, how employees were engaged, and how the initiative was rolled out. Strong submissions acknowledge complexity rather than presenting the journey as seamless. Where things did not go to plan, say so.</p> <p><i>Suggested length: 400-500 words</i></p>
4	<p>Outcomes and Impact</p> <p>Provide evidence of what changed as a result. This can include quantitative data, qualitative feedback, behavioural shifts, or business outcomes. Where results are still emerging, say so and explain what early indicators suggest.</p> <p><i>Suggested length: 400-500 words</i></p>
5	<p>Sustainability and Scalability</p> <p>Show how the initiative is being sustained over time, and whether it can be adapted across teams, sites, or business units. Judges look for evidence of intentional design for longevity, not just short-term results.</p> <p><i>Suggested length: 200-300 words</i></p>

HOW SUBMISSIONS ARE SCORED

Each submission is assessed across five dimensions. While each category has its own judging criteria, the dimensions below reflect what judges consistently weigh most closely. The weightings add up to 100%.

DIMENSION	WEIGHT	WHAT JUDGES CONSIDER
Impact and Outcomes	30%	What actually changed? Judges look for specific, credible evidence that the initiative made a difference to people, performance, culture, or the organisation as a whole.
Strategy and Design	20%	Is there a clear, coherent strategy behind the initiative? Is the approach grounded in organisational needs and thoughtfully designed?
Compliance and Ethics	20%	Does the organisation demonstrate awareness of relevant regulations, ethical standards, and fair practice? Are appropriate safeguards in place?
Employee Experience	15%	Does the initiative reflect genuine consideration for employees? Are employees involved in shaping it, and does it address real human needs rather than process requirements?
Innovation	15%	Does the submission demonstrate fresh thinking, practical creativity, or a better way of solving an existing challenge? Innovation does not need to be technology-led.

Using this framework before you nominate

This scoring lens can serve as an internal pre-assessment tool. Work through each dimension before finalising your submission. It will highlight where your initiative is already strong, where the evidence is still thin, and where you may want to strengthen your evidence before submitting.

JUDGING CRITERIA

1. EXCELLENCE IN EMPLOYEE WELL-BEING

Employees' overall well-being is crucial in today's competitive environment. Companies prioritising these aspects attract top talent, boost productivity, and improve performance. They build environments where people feel genuinely supported physically, mentally, and emotionally across every stage of their working life.

Employee well being is not a good to have but an enterprise strategy that requires leadership attention.

Submissions should demonstrate how well-being strategies are designed with employees' experience in mind, connected to organisational culture, and sustained over time rather than activated only in response to crisis.

Areas should encompass:

<p>1. Well-being Strategy</p> <p>Clarity and coherence of the organisation's approach to employees' overall well-being, including mental, physical, and emotional health.</p>	<p>2. Programme Design</p> <p>Quality and relevance of well-being initiatives, including mental health support, wellness programmes, and work-life balance policies.</p>
<p>3. Leadership Commitment</p> <p>Visible and sustained commitment from leadership to prioritise and model well-being practices beyond policy statements.</p>	<p>4. Workplace Health Promotion</p> <p>Policies and practices that ensure the physical safety and well-being of employees in the workplace that is part of the organisation's strategy and culture.</p>
<p>5. Workplace Environment</p> <p>Design of the physical and psychological work environment to support employee comfort, safety, and flexibility.</p>	<p>6. Technology and Access</p> <p>Use of digital tools and platforms to extend well-being support, including remote and flexible working arrangements.</p>
<p>7. Employee Engagement</p> <p>Evidence of how employees are involved in shaping well-being initiatives, including feedback mechanisms and participation rates.</p>	<p>8. Measurement and Impact</p> <p>Clear metrics demonstrating the effectiveness of well-being programmes on employee health, morale, and organisational outcomes.</p>

2. EXCELLENCE IN PEOPLE DEVELOPMENT

Capability does not build itself. It requires deliberate investment, clear direction, and the patience to develop people across the full arc of their careers. This award recognises organisations that have made learning, coaching, and mentoring a genuine priority rather than a scheduled activity. The strongest submissions will show how development efforts connect to both individual growth and organisational direction, and how their impact is measured honestly.

Areas should encompass:

1. Learning Strategy

Alignment of learning and development programmes with organisational goals, workforce needs, and individual career aspirations.

2. Programme Quality

Depth, relevance, and accessibility of learning initiatives, including formal training, microlearning, and experiential development.

3. Coaching and Mentoring

Structured approaches to coaching and mentoring that provide personalised support and guide employees toward meaningful growth.

4. Leadership Development

Investment in building leadership capability at all levels, with emphasis on integration into broader talent strategies.

5. Career Development

Availability of job rotations, stretch assignments, and career pathways that support employees in progressing meaningfully.

6. Technology in Learning

Use of digital platforms, AI-assisted tools, or gamification to enhance the accessibility and effectiveness of learning.

7. Peer and Social Learning

Initiatives that enable employees to learn from each other, share knowledge, and build collective capability.

8. Evaluation and Impact

Rigorous measurement of learning effectiveness, including assessment of skill growth and demonstrable impact on business outcomes.

3. EXCELLENCE IN TALENT STRATEGY

Attracting the right people is only part of the challenge. Knowing how to grow, retain, and deploy talent across a changing organisation requires a coherent strategy, not a collection of unconnected initiatives. Submissions should demonstrate how talent decisions are aligned to business strategy, how the organisation identifies and develops capability from within, and how it remains competitive in a market where talent choices are increasingly complex.

Areas should encompass:

1. Strategic Alignment

Coherence of the talent strategy with overall business goals, workforce planning, and future capability needs.

2. Talent Acquisition

Effectiveness and innovation of recruitment practices in attracting skilled, suitable candidates across diverse pipelines.

3. Candidate Experience

Quality of the end-to-end candidate journey, from first contact through onboarding, reflecting the organisation's values.

4. Internal Talent Development

Programmes and practices that identify, grow, and retain internal talent, including succession planning and career pathing.

5. Retention Practices

Evidence of how the organisation sustains engagement and reduces attrition through meaningful employee experience.

6. Innovation in Talent Practices

Use of technology, data, or new approaches to improve how the organisation attracts, selects, and develops people.

7. Ethical Standards

Adherence to fair employment principles and ethical practices across all talent management and acquisition activities.

8. Stakeholder Collaboration

Engagement of key stakeholders, including business leaders, employees, and external partners, in shaping talent strategy.

4. EXCELLENCE IN REWARD AND RECOGNITION

Reward is more than remuneration. When designed well, it signals what an organisation values, reinforces the behaviours it wants to see, and gives people a genuine sense that their contribution is seen and appreciated. Submissions should demonstrate how total rewards are structured to be fair, competitive, and meaningful, and how recognition practices go beyond formal programmes to create a culture where people feel valued in their day-to-day work.

Areas should encompass:

1. Compensation Strategy

Alignment of pay structures with organisational goals, including market benchmarking, pay-for-performance, and variable pay design.

2. Benefits Design

Relevance and comprehensiveness of benefits offerings in supporting employee well-being, work-life balance, and diverse life stages.

3. Recognition Practices

Quality and consistency of non-monetary recognition, including how the organisation celebrates contribution at every level.

4. Total Rewards Communication

Clarity and effectiveness of how the organisation communicates the full value of its rewards to employees.

5. Flexibility and Personalisation

Extent to which rewards can be tailored to individual employee needs and preferences, reflecting diverse workforce profiles.

6. Technology and Access

Use of digital tools to enhance the rewards experience, including self-service platforms and real-time recognition systems.

7. Legal and Ethical Compliance

Adherence to relevant legislation, regulations, and industry best practices in all aspects of compensation and benefits.

8. Measurement and Outcomes

Evidence of the impact of rewards and recognition on employee satisfaction, engagement, retention, and business performance.

5. EXCELLENCE IN PEOPLE POLICY

Good people policy is rarely noticed when it works well. It quietly shapes how decisions are made, how fairly people are treated, and how much trust exists between an organisation and its workforce. Submissions should show how policies reflect both legal and ethical standards, how they address the diverse needs of the workforce, and how they contribute to a workplace where people feel safe, respected, and fairly treated.

Areas should encompass:

<p>1. Workplace Flexibility</p> <p>Design and implementation of flexible work arrangements, including how employee consent and operational needs are balanced.</p>	<p>2. Employee Sustainable Performance</p> <p>Demonstrated improvement in employee sustainable productivity through supportive people and work policy design.</p>
<p>3. Fair Employment Practices</p> <p>Commitment to the Tripartite Guidelines on Fair Employment Practices and evidence of equitable treatment across the workforce.</p>	<p>4. Industrial Relations</p> <p>Strength of tripartite collaboration and the organisation's contribution to workplace harmony and social progress.</p>
<p>5. Workplace Safety and Dignity</p> <p>Documentation and enforcement of policies that protect employees from harassment, discrimination, and unsafe conditions.</p>	<p>6. Policy Localisation</p> <p>Where applicable, the effective adaptation of global HR policies to fit Singapore's regulatory and cultural context.</p>
<p>7. Employee Communication</p> <p>How policies are communicated to employees to ensure understanding, trust, and consistent application.</p>	<p>8. Review and Responsiveness</p> <p>Evidence of how the organisation reviews and updates policies in response to legislative changes, employee feedback, and workforce shifts.</p>

6. EXCELLENCE IN WORKFORCE INNOVATION

Singapore's workforce is changing faster than most organisations anticipated. The ability to adapt, to reskill, redesign roles, adopt new technologies, and prepare people for work that did not exist five years ago, has moved from aspiration to operational necessity. Submissions should demonstrate how workforce transformation efforts are connected to business needs, how employees have been brought along rather than left behind, and how the organisation's approach contributes to Singapore's broader goals of a skilled, resilient, and inclusive workforce.

Areas should encompass:

<p>1. Transformation Strategy</p> <p>Clarity and coherence of the organisation's workforce transformation approach, aligned with business and national workforce goals.</p>	<p>2. Upskilling and Reskilling</p> <p>Quality and reach of programmes that build new capabilities, address skill gaps, and prepare employees for evolving roles.</p>
<p>3. Job Redesign</p> <p>Innovation in redesigning roles to improve productivity, relevance, and employee satisfaction in a changing environment.</p>	<p>4. AI and Technology Adoption</p> <p>Practical and responsible use of technology and automation to transform how work is organised and how people operate.</p>
<p>5. Employee Involvement</p> <p>How employees have been engaged and empowered throughout the transformation process, rather than simply informed.</p>	<p>6. Inclusion in Transformation</p> <p>Evidence that workforce transformation benefits employees at all levels, with no groups left behind.</p>
<p>7. Sustainability and Continuity</p> <p>How the organisation ensures that transformation efforts are embedded and sustained beyond initial implementation.</p>	<p>8. Contribution to National Goals</p> <p>Demonstrated contribution to Singapore's broader skills development, employment growth, and workforce resilience agenda.</p>

7. EXCELLENCE IN WORKPLACE CULTURE

Culture is not a set of stated values. It is what people experience when they show up to work, how decisions get made, how conflict is handled, and whether the organisation's actions match its words. Submissions should demonstrate how culture is actively shaped and sustained, how leaders model the behaviours they ask of others, and how the organisation responds when culture is tested, which is often when it matters most.

Areas should encompass:

<p>1. Cultural Identity</p> <p>Clarity of the organisation's values and how these are lived in day-to-day decisions, not just stated in documentation.</p>	<p>2. Leadership Modelling</p> <p>Evidence that leaders at all levels actively demonstrate and reinforce the cultural behaviours expected of others.</p>
<p>3. Employee Engagement</p> <p>Data and evidence showing how culture contributes to employee satisfaction, commitment, and belonging.</p>	<p>4. Recognition and Appreciation</p> <p>How the organisation recognises and celebrates contributions in ways that reflect and reinforce its cultural values.</p>
<p>5. Workplace Communication</p> <p>Transparency, dialogue, and feedback practices that build trust and ensure employees feel heard and informed.</p>	<p>6. Psychological Safety</p> <p>The extent to which employees feel safe to raise concerns, share ideas, and speak honestly without fear of consequence.</p>
<p>7. Continuous Improvement</p> <p>How the organisation uses data, feedback, and honest self-assessment to identify cultural gaps and take action.</p>	<p>8. Culture Under Pressure</p> <p>Evidence of how the organisation has maintained or restored cultural integrity during periods of change, challenge, or uncertainty.</p>

8. EXCELLENCE IN AI-ENABLED HR PRACTICES

AI is changing what HR can do, not just how quickly it can do it. From talent acquisition to workforce planning to employee experience, AI is opening up new ways for HR to add value and make more informed decisions. Submissions should demonstrate how technology has been used to improve both HR and business outcomes in practical, measurable ways, how data privacy and ethical considerations have been addressed, and how the human dimension of HR work has been preserved alongside the digital.

Areas should encompass:

<p>1. AI Application and Scope</p> <p>Range and depth of AI or data-driven tools applied across HR functions, from recruitment to performance to people analytics.</p>	<p>2. Business Impact</p> <p>Measurable improvements in HR outcomes, efficiency, or decision quality attributable to AI-enabled practices.</p>
<p>3. Responsible AI Use</p> <p>How the organisation has addressed data privacy, algorithmic fairness, and ethical risks in its use of AI in HR.</p>	<p>4. Human-Centred Design</p> <p>Evidence that AI tools have been implemented in ways that enhance rather than diminish the human quality of HR practice.</p>
<p>5. Change Management</p> <p>How HR teams and employees have been prepared for and supported through the adoption of AI-enabled practices.</p>	<p>6. Data Governance</p> <p>Strength of the organisation's data management practices, including consent, security, and compliance with relevant regulations.</p>
<p>7. Innovation and Scalability</p> <p>The degree to which AI applications represent genuine innovation and have potential for broader adoption or scaling.</p>	<p>8. Continuous Learning</p> <p>How the organisation evaluates and iterates on its AI tools, learning from outcomes to improve HR practice over time.</p>

9. EXCELLENCE IN COACHING CULTURE

A coaching culture is not defined by the number of certified coaches an organisation has. It is defined by whether coaching has become the default way that leaders and managers engage with their people — asking before telling, listening before advising, and developing people through conversation rather than instruction. Submissions should demonstrate how coaching behaviours have been modelled from the top, how they have spread across the organisation, and what difference they have made to people and performance.

Areas should encompass:

1. Coaching as a Leadership Practice

Evidence that coaching behaviours are modelled and expected at all levels of leadership, not confined to dedicated coaches or formal programmes.

2. Reach and Embedding

How widely coaching practice has spread across the organisation, including to middle management and frontline leaders.

3. Manager Capability

Investment in building genuine coaching skills among people managers, including quality of training and ongoing development.

4. Psychological Safety

The degree to which employees feel safe to engage openly in coaching conversations, raise challenges, and be honest about development needs.

5. Coaching Infrastructure

Supporting structures such as supervision, peer coaching, and internal coaching pools that sustain the culture beyond individuals.

6. Integration with Performance

How coaching is embedded in performance conversations, career development, and everyday management practice.

7. Employee Experience of Coaching

Qualitative and quantitative evidence of how employees experience and benefit from coaching across the organisation.

8. Organisational Outcomes

Demonstrable impact of the coaching culture on performance, engagement, retention, or leadership effectiveness.

10. EXCELLENCE IN EMPLOYER BRANDING AND TALENT ATTRACTION

An employer brand is built long before a candidate applies. It lives in what current employees say, what the organisation stands for, and whether the experience of working there matches what is promised on the outside. Submissions should demonstrate how the organisation understands its identity as an employer, how that identity is communicated across relevant channels, and how branding efforts have translated into measurable outcomes in attracting the people the organisation needs.

Areas should encompass:

<p>1. Employer Brand Identity</p> <p>Clarity and authenticity of the organisation's employer value proposition, reflecting the genuine employee experience.</p>	<p>2. Brand Consistency</p> <p>How consistently the employer brand is communicated across channels, touchpoints, and stages of the candidate journey.</p>
<p>3. Employee Advocacy</p> <p>The extent to which current employees actively and authentically represent the organisation as an employer of choice.</p>	<p>4. Talent Attraction Strategy</p> <p>Effectiveness of the organisation's approach to reaching and engaging suitable candidates across diverse talent pools.</p>
<p>5. Candidate Experience</p> <p>Quality of the end-to-end candidate experience, from first awareness through to offer, reflecting the brand promise.</p>	<p>6. Digital and Social Presence</p> <p>Use of digital platforms and social channels to build visibility, engage talent communities, and communicate the employer brand.</p>
<p>7. Alignment Between Brand and Reality</p> <p>Evidence that what is communicated externally reflects what employees genuinely experience inside the organisation.</p>	<p>8. Measurable Outcomes</p> <p>Demonstrable results in talent attraction, including improvements in application quality, time-to-hire, offer acceptance, and new hire retention.</p>

EVIDENCE EXPECTATIONS

Strong submissions are not necessarily those with the most data. They are the ones where evidence is specific, credible, and honestly presented. Judges can distinguish between numbers that tell a story and numbers that fill space.

What judges find useful

- At least two to three measurable indicators where possible, such as engagement scores, participation rates, retention figures, absenteeism, productivity, internal mobility, or qualitative employee feedback.
- Before-and-after comparisons where available.
- Where data systems are still developing, explain what you observed, how you observed it, and why you are confident change has occurred.

What judges find insufficient

- Vague claims such as 'employees felt more engaged' unless supported by survey, observation, or behavioural evidence.
- Data presented without context. A 90% satisfaction score means something different in a 20-person team than in a 2,000-person organisation.
- Metrics that measure activity rather than impact, such as 'we ran 12 workshops' without showing what changed as a result.

WHAT MAKES A STRONG SUBMISSION

The strongest submissions are not always from the largest organisations or the most polished teams. They come from organisations that have thought carefully about their people, acted with intention, and can explain honestly what happened, what changed, and what they learnt.

WHAT STRONG SUBMISSIONS DO	WHAT WEAK SUBMISSIONS DO
Start with the problem, not the solution.	Describe activity as if it were impact.
Be specific. Name the initiative, the population it reached, and what the baseline looked like.	Overclaim without evidence.
Acknowledge what was difficult or did not go as planned.	Ignore organisational context when presenting results.
Explain design choices. Why this approach, rather than another?	Treat the submission as a marketing exercise.
Let the evidence do the work. Credible data, honestly presented, is more persuasive than confident claims.	Rush the evidence-gathering process at the last minute.
Reflect on what the organisation learnt, not just what it achieved.	Copy-paste from internal reports without translating for a judging audience.

For More Information

The nomination process requires the discipline of stepping back, articulating what you built, explaining the thinking behind it, and being honest about what the evidence shows.

Organisations that approach the process seriously tend to leave with more than an award. They leave with a clearer picture of where their people practices are strong, where the gaps are, and what the next stage of the work looks like.

We encourage you go through the process and be recognised for the good work you have put in to strengthening progressive people management in your organisation.

Submission details and key dates will be communicated to all registered organisations. For enquiries, contact SHRI at thesingaporehrawards@shri.org.sg.