

THE
SINGAPORE
HR
AWARDS

THE 19TH
**SINGAPORE
HR AWARDS**
2026

30 September

*The Ritz-Carlton, Millenia Singapore
Grand Ballroom (Level 1)*

Organised by: **SHRI**

Information Kit



Agenda

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Singapore's Most Respected HR Recognition Programme

Now in its 19th edition, the Singapore HR Awards is organised by the Singapore Human Resources Institute (SHRI) and stands as the most credible peer recognition of HR excellence in Singapore.

The awards bring together organisations across all sectors and sizes, recognising those that have made a genuine and measurable difference to their people and workplaces.

More than an awards night, the programme serves as a platform for HR practitioners to evaluate their own practice, benchmark against industry peers, and connect with the community shaping the future of work in Singapore.

19th

Edition

500

Expected Attendees

10

Nominated Categories

3

Special Awards



Celebrating Impact, Benchmarking Excellence

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.



The Sound of Heart Work

This is the work that keeps on beating, rarely visible, yet deeply felt.

**“ This is not just hard work.
This is heart work. ”**

The theme recognises the unseen work behind people decisions — the care, judgement, courage, and responsibility required to build meaningful workplaces and support people through change.

The 19th Singapore HR Awards celebrates organisations and HR leaders whose work creates genuine impact for people, workplaces, and the future of work.

Value Proposition for Participants

SHOWCASE OF BEST PRACTICES

A platform for organisations and HR professionals to share impactful people practices and inspire stronger workplace outcomes across industries.

RECOGNITION

Recognising organisations and HR leaders who demonstrate excellence in people management, workplace culture, and HR strategy.

HONOUR

Celebrating meaningful contributions to the HR profession and the development of people-centred workplaces.

INSIGHTS

Gain valuable benchmarking insights through established standards, peer learning, and industry perspectives.

ASSESSMENT PROCESS

All submissions are evaluated against a rigorous judging framework by an esteemed panel of industry leaders.

Overview of the Award Framework



Organisations awarded the **gold** standard in a category demonstrated that their initiative met at least 90% of the criteria and delivered significant results aligned with their business objectives.



Organisations awarded the **silver** standard in a category demonstrated that their initiative met 75% to 89% of the criteria and delivered good results aligned with their business objectives.



Organisations awarded the **bronze** standard in a category demonstrated that their initiative met 60% to 74% of the criteria and showed some results aligned with their business objectives.

Area of Recognition

01 Excellence in Employee Well-being

02 Excellence in People Development

03 Excellence in Talent Strategy

04 Excellence in Rewards and Recognition

05 Excellence in People Policy

06 Excellence in Workforce Innovation

07 Excellence in Workplace Culture

08 Excellence in AI-Enabled HR Practices

09 Excellence in Coaching and Mentoring Culture

10 Excellence in Employer Branding and Talent Attraction

* New Award Categories

Evaluation Methodology

Assessment Area	Weightage	What Judges Consider
Impact & 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 & Design	20%	Is there a clear, coherent strategy behind the initiative? Is the approach grounded in organisational needs and thoughtfully designed?
Compliance & 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.

1. EXCELLENCE IN EMPLOYEE WELL-BEING

Well-being strategy, mental and physical health programmes, and how the organisation sustains employee welfare beyond policy.

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:

1. Well-being Strategy:

Clarity and coherence of the organisation's approach to employees' overall well-being, including mental, physical, and emotional health.

2. Programme Design:

Quality and relevance of well-being initiatives, including mental health support, wellness programmes, and work-life balance policies.

3. Leadership Commitment:

Visible and sustained commitment from leadership to prioritise and model well-being practices beyond policy statements.

4. Workplace Health Promotion:

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.

5. Workplace Environment:

Design of the physical and psychological work environment to support employee comfort, safety, and flexibility.

6. Technology and Access:

Use of digital tools and platforms to extend well-being support, including remote and flexible working arrangements.

7. Employee Engagement:

Evidence of how employees are involved in shaping well-being initiatives, including feedback mechanisms and participation rates.

8. Measurement and Impact:

Clear metrics demonstrating the effectiveness of well-being programmes on employee health, morale, and organisational outcomes.

2. EXCELLENCE IN PEOPLE DEVELOPMENT

Learning and capability development strategies that build workforce readiness, professional growth, and organizational capability at scale.

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

An integrated and forward-looking approach to attracting, developing, deploying, and retaining talent aligned to business and workforce needs.

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 REWARDS AND RECOGNITION

Total rewards design, recognition practices, and how the organisation makes employees feel genuinely valued.

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

Policy design that is fair, clear, and responsive to the needs of a diverse workforce.

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:

1. Workplace Flexibility:

Design and implementation of flexible work arrangements, including how employee consent and operational needs are balanced.

2. Employee Sustainable Performance:

Demonstrated improvement in employee sustainable productivity through supportive people and work policy design.

3. Fair Employment Practices:

Commitment to the Tripartite Guidelines on Fair Employment Practices and evidence of equitable treatment across the workforce.

4. Industrial Relations:

Strength of tripartite collaboration and the organisation's contribution to workplace harmony and social progress.

5. Workplace Safety and Dignity:

Documentation and enforcement of policies that protect employees from harassment, discrimination, and unsafe conditions.

6. Policy Localisation:

Where applicable, the effective adaptation of global HR policies to fit Singapore's regulatory and cultural context.

7. Employee Communication:

How policies are communicated to employees to ensure understanding, trust, and consistent application.

8. Review and Responsiveness:

Evidence of how the organisation reviews and updates policies in response to legislative changes, employee feedback, and workforce shifts.

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.

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:

1. Transformation Strategy:

Clarity and coherence of the organisation's workforce transformation approach, aligned with business and national workforce goals.

2. Upskilling and Reskilling:

Quality and reach of programmes that build new capabilities, address skill gaps, and prepare employees for evolving roles.

3. Job Redesign:

Innovation in redesigning roles to improve productivity, relevance, and employee satisfaction in a changing environment.

4. AI and Technology Adoption:

Practical and responsible use of technology and automation to transform how work is organised and how people operate.

5. Employee Involvement:

How employees have been engaged and empowered throughout the transformation process, rather than simply informed.

6. Inclusion in Transformation:

Evidence that workforce transformation benefits employees at all levels, with no groups left behind.

7. Sustainability and Continuity:

How the organisation ensures that transformation efforts are embedded and sustained beyond initial implementation.

8. Contribution to National Goals:

Demonstrated contribution to Singapore's broader skills development, employment growth, and workforce resilience agenda.

7. EXCELLENCE IN WORKPLACE CULTURE

How the organisation actively shapes, sustains, and holds itself accountable to its stated 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:

1. Cultural Identity:

Clarity of the organization's values and how these are lived in day-to-day decisions, not just stated in documentation.

2. Leadership Modelling:

Evidence that leaders at all levels actively demonstrate and reinforce the cultural behaviours expected of others.

3. Employee Engagement:

Data and evidence showing how culture contributes to employee satisfaction, commitment, and belonging.

4. Recognition and Appreciation:

How the organisation recognises and celebrates contributions in ways that reflect and reinforce its cultural values.

5. Workplace Communication:

Transparency, dialogue, and feedback practices that build trust and ensure employees feel heard and informed.

6. Psychological Safety:

The extent to which employees feel safe to raise concerns, share ideas, and speak honestly without fear of consequence.

7. Continuous Improvement:

How the organisation uses data, feedback, and honest self-assessment to identify cultural gaps and take action.

8. Culture Under Pressure:

Evidence of how the organisation has maintained or restored cultural integrity during periods of change, challenge, or uncertainty.

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.

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:

1. AI Application and Scope:

Range and depth of AI or data-driven tools applied across HR functions, from recruitment to performance to people analytics.

2. Business Impact:

Measurable improvements in HR outcomes, efficiency, or decision quality attributable to AI-enabled practices.

3. Responsible AI Use:

How the organisation has addressed data privacy, algorithmic fairness, and ethical risks in its use of AI in HR.

4. Human-Centred Design:

Evidence that AI tools have been implemented in ways that enhance rather than diminish the human quality of HR practice.

5. Change Management:

How HR teams and employees have been prepared for and supported through the adoption of AI-enabled practices.

6. Data Governance:

Strength of the organisation's data management practices, including consent, security, and compliance with relevant regulations.

7. Innovation and Scalability:

The degree to which AI applications represent genuine innovation and have potential for broader adoption or scaling.

8. Continuous Learning:

How the organisation evaluates and iterates on its AI tools, learning from outcomes to improve HR practice over time.

9. EXCELLENCE IN COACHING AND MENTORING CULTURE

A workplace culture where coaching and mentoring are embedded into leadership, management, feedback, and everyday conversations to support growth, performance, and trust.

A coaching and mentoring culture is not defined by the number of certified coaches or formal programmes in the organisation.

It is defined by whether coaching and mentoring have become the default way that leaders and employees engage with one another — asking before telling, listening before advising, and supporting development through both guided reflection and shared experience.

Submissions should demonstrate how coaching and mentoring behaviours are modelled from the top, how they are embedded across the organisation, and how structured and informal approaches work together to support individual growth and organisational capability.

Strong entries will show what difference these practices have made to people, leadership effectiveness, and performance outcomes.

Areas should encompass:

1. Coaching and Mentoring as Leadership Practices:

Evidence that coaching and mentoring 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 and mentoring capability 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, mentoring programmes, and internal coaching pools that sustain the culture beyond individuals.

6. Integration with Performance:

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

7. Employee Experience of Coaching and Mentoring:

Qualitative and quantitative evidence of how employees experience and benefit from coaching and mentoring 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

Authentic employer positioning and talent attraction strategies that consistently communicate organisational culture, values, and employee experience across candidate touchpoints.

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:

1. Employer Brand Identity:

Clarity and authenticity of the organisation's employer value proposition, reflecting the genuine employee experience.

2. Brand Consistency:

How consistently the employer brand is communicated across channels, touchpoints, and stages of the candidate journey.

3. Employee Advocacy:

The extent to which current employees actively and authentically represent the organisation as an employer of choice.

4. Talent Attraction Strategy:

Effectiveness of the organisation's approach to reaching and engaging suitable candidates across diverse talent pools.

5. Candidate Experience:

Quality of the end-to-end candidate experience, from first awareness through to offer, reflecting the brand promise.

6. Digital and Social Presence:

Use of digital platforms and social channels to build visibility, engage talent communities, and communicate the employer brand.

7. Alignment Between Brand and Reality:

Evidence that what is communicated externally reflects what employees genuinely experience inside the organisation.

8. Measurable Outcomes:

Demonstrable results in talent attraction, including improvements in application quality, time-to-hire, offer acceptance, and new hire retention.

Key Milestones

Nomination (9 Jun to 24 Jul)

Submit your completed nomination form and report before the stated deadline.

Judging (17 Jul to 12 Aug)

Submission will be evaluated by a panel of judges based on the quality and relevance of the supporting evidence provided. Judges may reach out for submission clarification.

Post-Event

- Digital Award Badges
- Post-Event Publicity

JUNE

JULY

AUGUST

SEPTEMBER

OCT - DEC

Learning Journeys

Winning Recipes:

A Taste of Award-Winning Workplaces

- 11 Jun - Mediacorp
- 18 June - DXC Technology

Award Ceremony (30 Sep)

Final results of Gold, Silver and Bronze recipients will be announced at the 19th Singapore HR Awards Ceremony.

Organisation Type Eligibility

▶ Not-for-Profit

- A society under the Registry of Society (ROS); or
- A company limited by guarantee (CLG) under the Accounting and Corporate Regulatory Authority (ACRA); or
- A trust under the Office of Commissioner of Charities (COC)

▶ SME

- Qualification based on Enterprise Singapore's definition of SMEs
- Turnover less than S\$100 million or 200 employees

▶ Start-Up

- Be a Singapore-based company with core activities carried out in Singapore
- Be incorporated under ACRA for less than 5 years
- Be able to show evidence of substantial innovative and intellectual content for its products and/ or services and/ or applications
- Have high growth potential

▶ Public Sector/ Large Enterprise/ MNC

- Be a Singapore-based company with core activities carried out in Singapore
- Be incorporated under ACRA for more than 5 years

Application Fees

Organisation Type	SHRI Corporate Member	Non-Member
Start-Up / Not-for-Profit	S\$300 per category	S\$400 per category
SME	S\$400 per category	S\$500 per category
Public Sector / Large Enterprise / MNC	S\$500 per category	S\$600 per category

Note:

- Fees are charged per award category submitted.
- Prices stated exclude GST.
- SHRI reserves the right to verify membership eligibility.

Preferential Rates for Organisations Submitting Multiple Categories

Many organisations demonstrate excellence across multiple areas of people management. By submitting across multiple categories, you can gain broader recognition for your HR achievements while enjoying preferential nomination rates.

1st Category

Recognise your strongest HR initiative

Full Fee

2nd Category

Highlight another area of excellence at a significantly reduced rate

**50% off
Full Fee**

3rd Category & Beyond

Showcase the full impact of your people practices across the organisation

**30% off
Full Fee**

Nomination & Submission Journey

1



Complete online Nomination Form

Submit your organisation details and select the award category/categories you wish to nominate for.

[Nomination Form](#)

2



Make Payment

Kindly complete payment for your nomination submission upon receipt of the invoice.

3



Submit Report & Supporting Documents

Using the report template provided, submit your report before the deadline.

[Report Submission](#)

Elements of a Strong Submission



Define the Problem

Start with the problem,
not the solution



Be Specific

Name the initiative, the population it
reached, and what the baseline
looked like



Be Honest

Acknowledge what was difficult or
did not go as planned



Explain the Approach

Explain design choices. Why this
approach, rather than another?



Use Clear Evidence

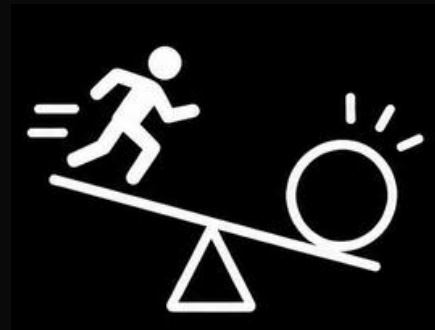
Let the evidence do the work.
Credible data, honestly presented, is
more persuasive than confident
claims



Share Learnings

Reflect on what the
organisation learnt, not just
what it achieved

Submission Pitfalls to Avoid



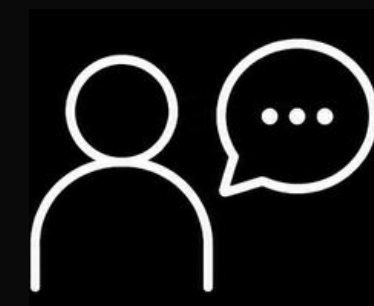
Activity VS Impact

Describe activity as if it were impact



Unsupported Claims

Overclaim without evidence



Missing Context

Ignore organisational context when presenting results



Poor Adaptation

Copy-paste from internal reports without translating for a judging audience



Last-Minute Preparation

Rush the evidence-gathering process at the last minute



Over-Marketing

Treat the submission as a marketing exercise

Contact Information



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