



**RP - Sanjiv Goenka  
Group**

Growing Legacies

# THE PEOPLE PHILOSOPHY

*Handbook*



# THE PURPOSE

1

The People Philosophy serves as the guiding principles of people practices at RPSG Group.

2


It ensures synergy in people practices across all RPSG Group companies.

3

All people decisions are evaluated through the People Philosophy lens.

# THE FIVE PILLARS

01

A wooden figure of a person holding a staff or spear, standing on a wooden arrow pointing up and to the right. Another wooden arrow points up and to the left in the background.

Leadership

Creating Purpose


02

A magnifying glass focusing on a row of wooden blocks with human icons. One block is red, while the others are light wood.

Talent

Hiring and Management

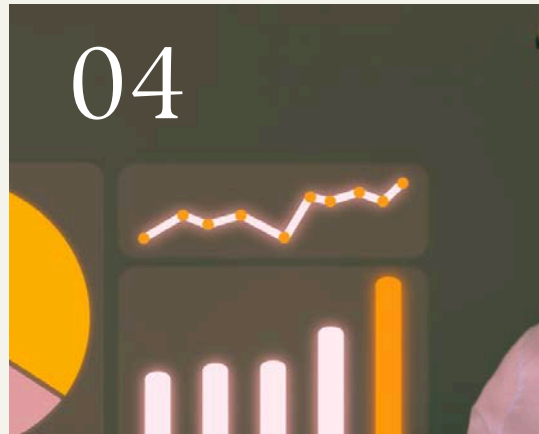
03

A group of diverse people holding hands, represented by colorful paper cutouts in shades of blue, green, orange, purple, and pink.

Demography

Age and Diversity

04

A hand holding a pen pointing to a computer screen displaying a bar chart and a line graph with a yellow trend line.

Performance

Defining and Communicating Business Metrics

05

A silver trophy cup with a red gift box tied with a gold ribbon on top.

Rewards

Employee Recognition

# LEADERSHIP



“Leadership is the capacity to translate vision into reality.”

~ Warren Bennis



## Leadership is about...

### *Creating Purpose*

Leadership involves inspiring and aligning individuals with a shared vision, fostering a sense of meaning and commitment towards common goals.

## Leaders are responsible for...

### **Driving Performance:**

Leaders are responsible for driving **exceptional performance**.

### **Ensuring Accountability:**

Establishing clear **responsibilities and accountability** for outcomes.

### **Building Teams:**

Focusing on **team-building with a vision** of developing the organisation.

### **Enhancing Capability:**

Engaging in **coaching** and **developing capabilities** in team members.

## LEADERSHIP

# Ways to foster an engaged workforce



## Roles and Review Mechanisms

Define roles, conduct regular performance reviews, and hold team meetings to ensure accountability.

## Feedback Culture

Encourage open feedback for continuous improvement.

## Real-Time Dashboards

Use dashboards and data analytics for tracking performance and identifying trends.

## Coaching Programmes

Develop structured coaching programs and allocate time for focused sessions.

## Peer Learning

Foster a culture of peer-to-peer sharing to promote continuous learning.



# TALENT



“Your talent determines what you can do...Your attitude determines how well you do it.”

~ Lou Holtz



# Talent is about...

## *Hiring and Managing People*

This involves selecting, recruiting, and overseeing employees to maximise their potential and contribution to the organisation's success.

Our focus is on:

### **Talent Acquisition:**

Creating moments of truth and making every candidate interaction genuine and impactful.

Focusing on critical interactions during the hiring process that impact the person's experience and perception.

### **Driving Employer Brand:**

Strengthening and promoting RPSG Group as an employer of choice.

### **Leveraging Social Media:**

Leveraging social media to attract top talent and showcase company values and culture.

### **Growing from Within:**

Prioritising internal talent development and career progression.



## TALENT HIRING AND MANAGEMENT

# Ways to create a difference in an HR Interview



## Seek Moments of Truth

Identify and emphasise critical moments that shape the candidate experience.

## Logistics

Organise and communicate logistics during the process.

Ensure transportation is clean and hygienic.

## SPOC Assistance

Provide a Single Point of Contact (SPOC) to assist candidates throughout the process.

## Sign Off

Complete the process with a formal sign-off.

# DEMOGRAPHY



"Strength lies in  
differences, not  
in similarities.

*~ Stephen R. Covey*



# Demography is about...

## *The Age and Diversity of the People*

Demography refers to fostering a diverse population within an organisation to leverage varied perspectives and experiences.

Our focus is on:

### **Fostering Agility:**

**Rewarding agility** in response to the changing business needs.

### **Encouraging Enthusiasm:**

Encouraging **enthusiasm, dynamism, and positive energy.**

### **Qualification:**

Ensuring standards of **qualifications** and **professional backgrounds.**

### **Encouraging Diversity, Equity and Inclusion (DEI):**

Fostering an **inclusive** approach.

### **Being Digitally Savvy:**

Driving knowledge and adoption of **digital tools and technologies.**

## DEMOGRAPHY

Ways to  
create  
real-time  
employee  
engagement



## Real-time Employee Engagement

Measure employee engagement on a real-time basis to ensure the workforce remains motivated and aligned with company goals.

### Use Surveys

Implement quick, frequent surveys to gather immediate feedback.

### Leverage Technology

Utilise apps or platforms for continuous engagement tracking.

### Regular Check-ins

Conduct brief, regular check-ins with employees.

### Act Promptly

Respond quickly to feedback and make necessary adjustments.

# PERFORMANCE



“You don’t have to be great to start, but you have to start to be great.”

~ Zig Ziglar



# Performance is about...

## *Defining and Communicating Business Metrics*

Performance refers to establishing clear indicators and sharing them with people to ensure alignment and progress towards business goals.

## Our focus is on...

### **Implementing BBSC at Leadership Levels:**

Implementing the **Balanced Business Scorecard (BBSC)**, a tool for translating vision and strategy into actionable objectives, at leadership levels.

### **Defining KPIs for Measurement:**

Defining **Key Performance Indicators (KPIs)**, which are measurable values showing progress towards business goals, for all employees.

### **Communicating KPIs:**

**Communicating** KPIs clearly to all employees within the first quarter.

### **Conducting Reviews:**

Conducting periodic **reviews with feedback** and interaction.

## PERFORMANCE

# Ways to communicate about BBSC and KPIs



## BBSC Clarity

Create comprehensive guides and FAQs about BBSCs.

Hold workshops to explain BBSCs.

Use charts and infographics to illustrate BBSC components.

Facilitate Q&A sessions to address questions.

## KPI Communication

Host meetings to introduce and explain KPIs.

Create visual aids to simplify KPI concepts.

Define and communicate KPIs to all employees within the first quarter.

Set up channels for employees to ask questions and provide feedback on KPIs.



# REWARDS



The highest reward for a person's  
toil is not what they get for it, but  
what they become by it.

~ Stephen R. Covey







# Rewards are about...

## *Recognising the Contributions of the People*

Rewards refer to acknowledging and rewarding employees' contributions and achievements to boost morale, motivation, and retention.

## Our focus is on...

### **Aligning pay with performance:**

Aligning compensation with **performance**.

### **Variablising Pay:**

Introducing **variable pay components** based on individual and team performance.

### **Providing LTIP (Long-Term Incentive Plan):**

Offering **long-term incentives** for value creators.

### **Recognising with Intangible Rewards:**

Rewarding with awards and non-monetary contributions.

## REWARDS

Ways to create value and motivation within the organisation



### Performance Linked Pay

Assess and link employee performance metrics to their compensation to ensure their efforts and achievements are adequately rewarded.

### Variable Pay

Introduce bonuses or performance-based pay structures that are contingent on meeting or exceeding individual and team performance goals.

### Long-Term Incentive Plan

Reward employees who contribute significantly to the company's success over an extended period.

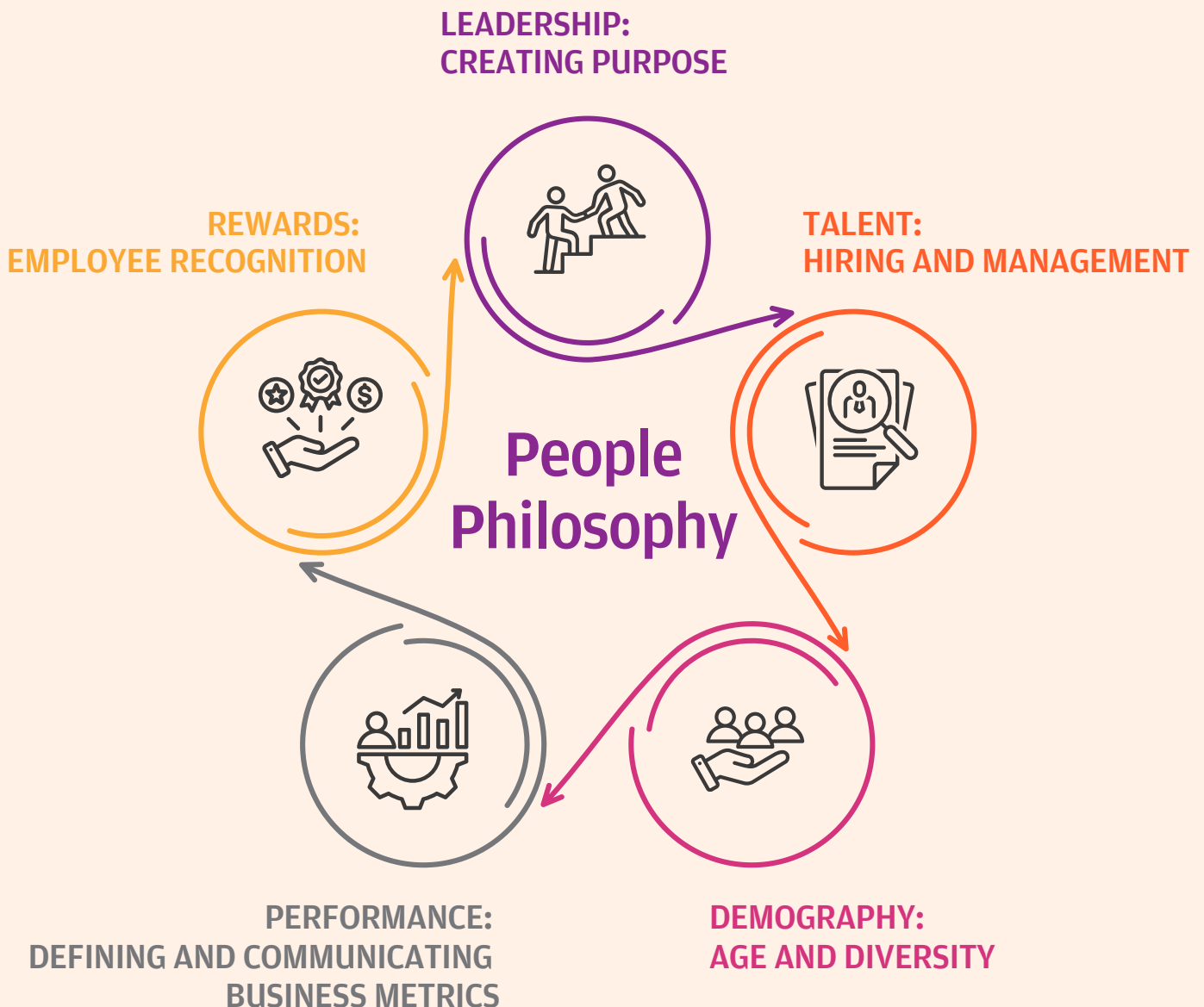
### Intangible Rewards

Develop recognition programmes that include non-monetary rewards, such as awards, acknowledgment, and opportunities for skill development and career advancement.



# CLOSING REMARKS

**The People Philosophy** is a set of five interconnected principles designed to provide a unified people experience across RPSG Group. These principles ensure that employees are valued, motivated, and aligned with the organisation's goals, driving the overall success and adaptability of RPSG Group in a rapidly evolving business landscape.





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