



# OUR PEOPLE ARE OUR POWER

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It is through the power of our people, led by a dedicated, knowledgeable and highly experienced executive team that we continue to create solutions that meet the needs of today and in the future.

GREAT  
PLACE  
TO  
WORK



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WORK

## P.R.I.D.E

- Putting members first
- Rising to the challenge
- Inspiring confidence
- Delivering best value
- Exceeding expectations



Putting People First

• **FAIR AND OBJECTIVE** – IN OUR DEALINGS WITH PEOPLE AND CLIENTS.

• **OPEN AND ACCOUNTABLE** – ABOUT THE OUTCOMES OF OUR WORK, AND ACCEPT FULL RESPONSIBILITY FOR OUR ACTIONS.

• **EXCELLENCE AND INNOVATION** – SEEK CONTINUOUS IMPROVEMENT THROUGH SELF-EVALUATION AND INNOVATION.

• **WORKING TOGETHER AS TEAM** – IN DEVELOPING ALL ASPECTS OF OUR WORK.

## GREAT PLACE TO WORK & EXCEL

### Open and inclusive

We're committed to providing an inclusive working environment in which everyone is treated fairly. A Work environment, based on trust and mutual respect promotes teamwork, enrich culture and openness and enhance capability of doing the best for the client.

Respecting the diversity of our people is central to our vision and values regardless of age, sex or ethnic background.

We respect employees' need to balance work commitments with personal life responsibilities. We think it's important for our employees to enjoy their working life and we make sure that being employed by us is fulfilling, rewarding and fun.

We have several different ways of measuring employees' level of engagement and satisfaction at work- such as through constructive dialogue and employee surveys. We support our members in developing competence in this area through the profiling of the importance of the work, facilitating the sharing and practice of ideas, and developing services and resources.

### Culture Diversity and the integrated workplace

HRI is committed to workforce diversity to ensure employees contribution at their highest possible level and to link the workplace to the market place, to serve its clients, suppliers, and shareholders. Diversity brings up awareness, knowledge and skill to facilitate employees to contribute with maximum efficiency. Gender diversity allows all female employees achieve a strong leadership presence. The career development workshop provides for enriching their career. Culture diversity helps to work efficiently across cultural differences within multicultural environment, providing culture competence and its importance to HRI. Culture diversity explores culture differences on national, functional, and interpersonal levels.

Diversity is based on a positive attitude to difference which recognises that everyone is different and these differences should be respected and encouraged for the good of the business. Individuals with different experiences, backgrounds and attitudes bring different perspectives and ideas to the organisation.

The diversity focus tends to be proactive for an integrated workplace. It is concerned with nurturing and developing potential and focuses on the individual.

The management of diversity at work focuses at a strategic level on integrating individual differences into the organisation to benefit both the individual and the organisation. It promotes the individuality of employees and the unique qualities they can bring to the organisation seeing difference not as a deficit but as a resource.

The factors for our successful diversity programme are:

- 1) creation of accountable executive and adequate founding to invest diversity initiative,
- 2) commitment across all levels of the organisation,
- 3) Viewing diversity as ongoing culture change program rather than as a single event,
- 4) identify behavioral and system's barriers and blocks against diversity,
- 5) integration with HRM practices and corporate culture.

To support diversity, HRI focuses on internal processes, recruitment and development plans to insure that the needs of employees are met.

## The WorkLife-Enhancing initiative

This means striking the right balance between people and systems, supporting employees, eliminating barriers to productivity, so that they engage with a good performance and sustainability.

- support the work styles we want and expect of employees.
- provide a great physical and social environment to effectively support accomplishing tasks rather than inhibiting the efficiency, effectiveness and innovation of our employees.
- reflect the organisation's culture; providing a true sense of shared mission and a true sense of integration.

### Work and life balance

Flexible working hours, available to all employees and supporting technologies that allowing working remotely, these two factors are maturing work-life diversity. Employees can benefit from the mobile workplace concept, if job activities allow doing it. All workers are equipped with laptops and can request remote access to the HRI network, and different online educational resources help to build up work-life balance and flexibility.

### EMPLOYEE DEVELOPMENT & WELL-BEING

HRI strives to be a great place to work. Our employee development efforts are focused on attracting and retaining talented individuals, building a diverse workforce and offering fertile ground to advance successful careers. We are committed to providing attractive compensation, benefits and working conditions. We're also committed to continuous learning, so our employees can stay current with the latest know-how and develop leadership skills. Our learning and professional development HRI Academy, offers a broad curriculum.

### Training and development

We take training and development seriously, placing emphasis on employee development plans, internal talent management, leadership development, and employee performance management. We strive continuously to offer our employees opportunities to upgrade their qualifications. HRI utilises and develops a very broad base of competences, which places great demands on the individual to take responsibility for and exploit all possible opportunities for keeping their skills cutting edge.

### High standards of performance

We also recognise that employees need incentives to maintain high standards of performance.

### Career development

HRI invests in career development programs. Our approach supported by “resource-based” theory of strategic management focuses on resources inputs. The theory argues that resources can be developed with an organisation to perform better and to secure competitive advantage.

### Employee Benefits

We consider a number of different elements, which form a total compensation and benefits package for our employees.

#### Core Benefits Options

- Life Cover Scheme
- Income Protection (PHI)
- Permanent Accident Insurance Scheme
- A contributory pension

#### Voluntary Benefits

- We offer a range of voluntary, competitively-priced benefits that they can choose to join. These include:
- Critical Illness and partner critical illness cover
  - Private Health Care
  - Dental Insurance
  - Health screening
  - Centrally negotiated discounts we have with big name brands
  - Discounted gym membership
  - Annual private travel insurance

This forms the cornerstone of our **Great Place to Work & Excel Programme**



A group of business professionals in a meeting, smiling and looking at a screen. The image is overlaid with a semi-transparent dark red rectangle containing white text. The background shows a man in a blue shirt and a woman in a black blazer and checkered scarf looking at a screen, with another man partially visible on the right.

An adaptive, agile, proactive mindset ...  
a shared vision, streamlined processes,  
effective communication and easy-to-use  
technology

# A Culture that helps people deliver their best work.

HR Integration Group has created a client centric culture, our culture is expressed in the values & vision that exemplify our core ideology and guide us the path to win the confidence of our clients.

We believe that the way to serve the client in most appropriate manner comes only through teamwork, and continuous process improvement. Our values act as a compass to guide our thoughts and actions while our vision serve as the mainstay that uphold us as an organisation.

We believe that honest and periodic client feedback enriches our relationships.  
Our feedback sessions are one-on-one basis.

Our weekly Executive Round table is a client forum that stimulates new thinking and thought leadership. It also enables us to share best practices and connect with industry experts.

This exercise helps us to address common client problems, share insights, shape new focus areas and strategies, and strengthen our client relationships

We endeavour to create an ambience where our people have the tools and the freedom to deliver their commitments and take great pride in their work in a way that is personally rewarding and professionally enriching.

- Put client interests ahead of the firm's
- Build enduring relationships based on trust
- Observe high **professional and** ethical standards
- Preserve client confidences
- Manage client and firm resources cost-effectively

## **Improve our clients' performance**

- Bring innovations in management practice to clients
- Build client capabilities to sustain improvement

**We are a responsible employer with modern working spaces and conditions.**

We believe in co-operative and fair management practices.

We believe in dynamism, flexibility and employee empowerment.

Our management culture provides excellent support for enhanced orientation and employee development.

**Strong and Nurturing Culture**

Supporting Work-Life Balance

**Orientation and Development**

A key instrument of the management culture is the mentor (buddy) assigned to every new recruit.

Probation period support ranging from 3-6 months and an annual appraisal interview between employees and supervisor / manager.

Our management culture promotes ongoing development.

**Job Enlargement / Enrichment**

Employees who have mastered their current jobs are encouraged to seek new challenges.

Changing job scope and location.

**Selection emphasis on Value-fit**

**Compensation – Benefits**

Based on local laws, appraisals and market conditions

**Customer experience journey in the center**

The most vital aspect of our management culture is our service orientation on excellence, by placing the customer experience journey in the center.

**A well functioning Relationship**

Responsibilities and expectations must be clear.

To support the management culture is essential that employees and supervisors and managers fulfill their roles to full potential.

Success demands regular contact between employees and supervisors and managers. It entails mutual respect and communication on the same level. Mutual respect allows for problems to be dealt with confidence. And as this takes place, respect is strengthened.



> **driven by:**

**Vision** – where the organisation wants to go in the future

**Mission Statement** – summary of the beliefs of the organisation and where it is now

> **reflected in:**

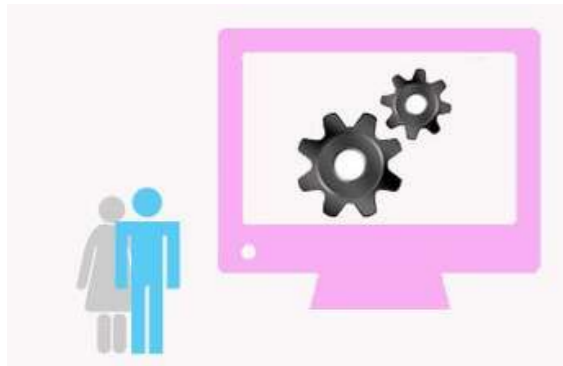
Attitude and behavior of the leadership

Attitude to the role of individuals in the workplace – open plan offices, team based working, etc.

Logo of the organisation

The image it presents to the outside world

Its attitude to change



### Our responsibility is to support employee development

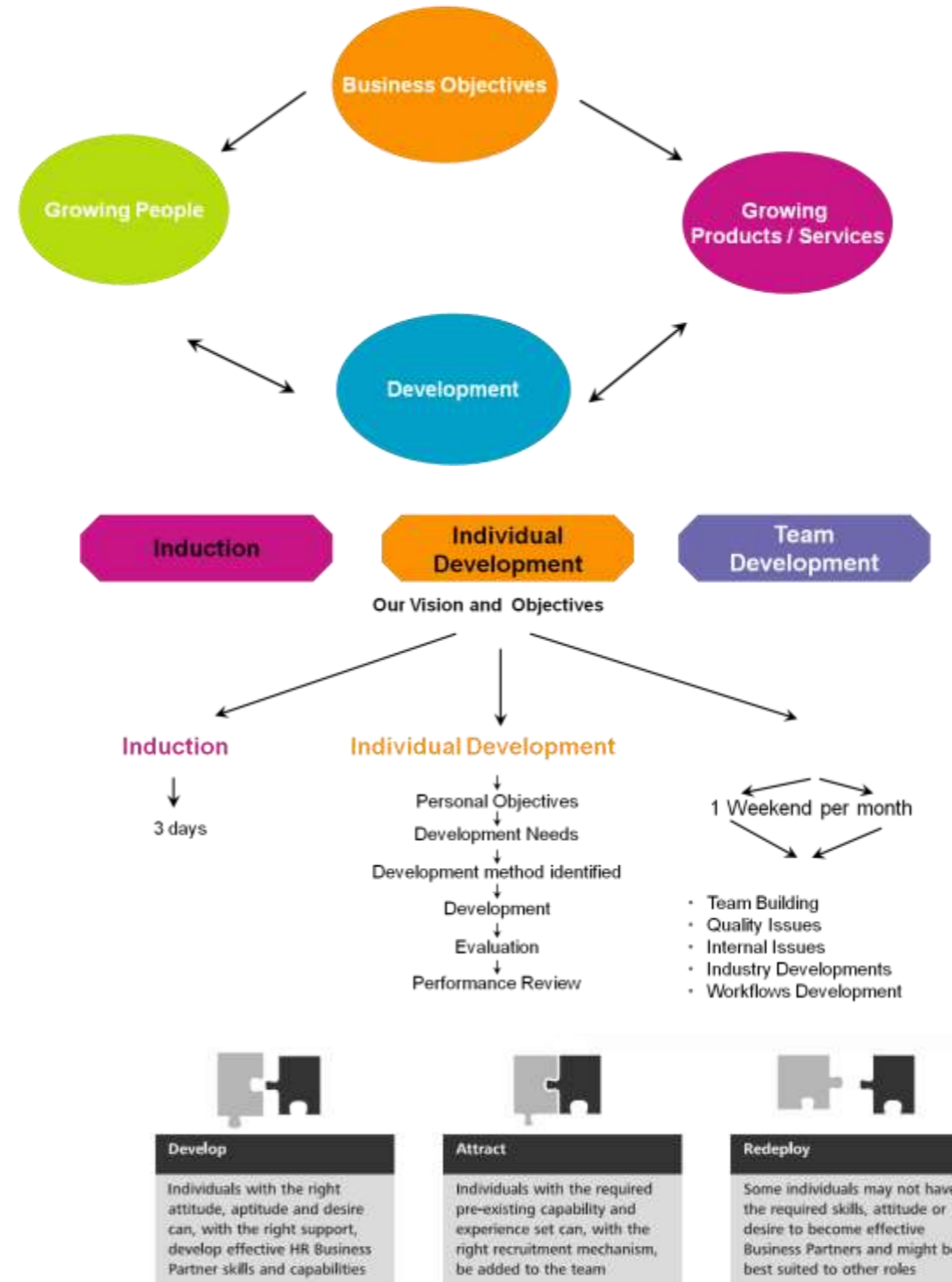
The management of human resources is based on a consideration of business priorities to find the best possible fit between needs and resources. It also aims to cultivate the Group's culture by implementing talent development and performance recognition initiatives, to promote employee buy-in. In addition, it works to attract and retain to meet its future needs.

- Provide a consistent new hire experience
- Facilitate socialisation into the HRI culture (i.e., build a sense of community)
- Reduce time to contribution
- Drive operational efficiencies through training and development

### CONNECTING PEOPLE ↔ PEOPLE

- Solve business problems
- Improve customer service
- Enhance product development or R&D
- Improve comms
- Build culture
- Support innovation
- Encourage information reuse
- Share knowledge

## Development Philosophy : Growing People / Growing Products



HRI continues its business development while paying particular attention to the workplace conditions of its employees and its responsibilities as an employer.

We are committed to creating educational opportunities that empower our employees and leaders

We are continuing to integrate diversity and inclusion into the fabric of our business and culture

HRI is committed to developing the skills and career paths of its employees through the individual appraisal, and the leadership competencies management, the organisation and staff review (OSR) process and a Group training program to help develop and retain the loyalty of key employees.

The individual appraisal reviews are an important part of management action and represent a key tool for the management of performance, personal development action plans and employees looking for new positions or work locations.

The OSR goals are to strengthen the sense of belonging to the Group, develop a business network and support skills development. It helps to identify and support the impact of upcoming organisational changes and helps identify certain potential, specific expertise and key succession planning as well as development planning.

It makes an important contribution to identifying training priorities and integrating transferable skills.

## Personnel development

A well-trained and highly motivated workforce forms the basis for achieving excellence in research and education. This is why personnel development is considered vitally important for all employees at HR Integration Group.

## Continuing Education

It's not enough to learn a new skill. You've got to master it.

## Knowledge Management

*To construe how knowledge is managed and shared in the organisation and how employees are expected to participate in the systematic process of knowledge sharing as well as expanding their understanding, in order to increase their comprehension in the areas to which the services are being rendered by the company.*

The systematic process of finding, selecting, organising, distilling and presenting information, improves an employee's comprehension in a specific area of interest. Specific knowledge management activities help focus on organisation's capacity of acquiring, storing and utilising knowledge for execution of various assignment, problem solving, dynamic learning, strategic planning and decision making. It also prevents intellectual assets from decay, adds to firm intelligence and provides increased flexibility.

Keeping in mind the importance of sharing of knowledge, HRI has introduced an online system for management of knowledge assets. Employees are highly encouraged to make use of it.

### Knowledge committee is responsible for:

- a. Managing the online knowledgebase
- b. Extending use of knowledgebase for controlled use of general public
- c. Encouraging employees to be updated in work related skills
- d. Developing soft skills in employees
- e. Improving & encouraging conversations between employees for knowledge update of self & others
- g. Recommending each month for best support in knowledge management

All employees are responsible for taking Active interest in Knowledge Management Programme

### We will be happy to help you with your development by providing :

- Courses on various topics
- Consulting and coaching

HR Integration Group believes, learning is a continuous process and it calls for time, commitment and patience. to help employees acquire the latest management techniques and broaden their vision with a global perspective that is in line with our global ambitions.



# Making bright minds shine brighter



People know wherever they are in the  
organisation  
they are not lost.

If they have merit, they will rise up the top of  
the organisation.

## Talent Management

Identifying talent, training and developing them are the pillars of talent management process.

It enables managers to make career moves, which leverage their strengths and focus on areas of development as they prepare for leadership roles.

Combination of **Individual Development Plans** and **Coaching** along with participation in special project teams to enable employees to continuously learn and develop.

### ○ **Individual Development Plan (IDP):**

The developmental goal for an individual, in terms of priorities for learning and development experiences to move to the next career stage, is captured through the individual development plan (IDP).

○ **Talent reviews:** A three-tier annual talent review process, held at the unit level, business level and Group level, ensures a focused approach to the implementation of IDP.

○ **Talent engagement:** Business heads anchor programs aimed at developing leadership potential and are personally involved in the design of specific courses.

### **HR partners to aid employee interaction.**

- Buddies for all new hires on their date of joining the organisation.
- Speak your Mind : projects interface
- Various spot awards and informal rewards recognising deserving employees.
- Strengthen the Training and Competency development

## People & Culture Development Center

The People and Culture Development Unit provide advice and services in relation to people development and cultural change to support the goals of HRI.

We do this by working at the enterprise-wide level to design and implement talent and succession planning and performance development frameworks, as well as the design and facilitation of leadership and professional development programs.

Complementing this service our People & Culture Development Consultants partner to provide advice and a tailored response to the development needs at the Divisional/Unit level.

## Networking, collaboration and knowledge sharing

We are constantly working to create a scope for networking and collaboration.

To motivate employees to network and build cross-disciplinary relations, as to strengthen the development of new business areas.

These cross-disciplinary relations are facilitated through a flexible organisational structure and through developing tools to support knowledge sharing - building up and exploiting knowledge that creates value for the customers.

Knowledge sharing and knowledge building represent an interplay between the interpretation of information and the application of knowledge. The value of information is most useful when we can distinguish between what works and what really works.

HRI disseminates knowledge through a network of people who are continuously encouraged by management to renew and update their knowledge.

We translate our knowledge into specific solutions that provide value to the companies with whom we work. By doing this, we are able to see the results of the work we carry out being put to practical use.

Our goal is to strengthen HRI as a learning workplace for the ultimate benefit of our customers.

We work to optimise the opportunities to do this, by strengthening a continued high level of professional and personal development. In this way we are able to offer the customer an optimal solution, keeping the customer as the central focus point.



## THE 'EXCEL MINDSET PROMISE'

The 'Excel MindSet Promise' is a strategy, as well as a philosophy that provides the HR Team with a vision, value, role and an anchor for success.

An organisation must know what its core values are, and make sure that the culture is aligned to those values. Multiple cultures exist within one company, but you have to make sure that they all fit within the core values of the organisation. Some of our core values include: innovation, integrity, responsibility and trust.

Key elements of the promise will be to introduce a new learning development strategy and plan, which clearly articulates how we will deliver the skills and capabilities needed to provide both existing and new service contracts. Also, based on the feedback from our staff, we intend to introduce more consistent measurement and management of performance linking reward to performance to create a stronger performance culture.

Further work will now be required to take these initial ideas and views forward and develop a Workforce Strategy as part of our business development plan.

### More specifically:

#### ♣ Partner with our customers:

Partners work toward a common goal; they have shared objectives. To achieve this, there must be a high level of trust developed: trust that each will be responsible for doing their part, and accountable for the results of their actions.

#### ♣ Increase flexibility:

Change is inevitable, and it is happening faster every day. There are things you can do about change: ignore it, in which case you will go out of business; react to it, which may allow you to remain somewhat competitive; or lead it, to become the leader of your industry and achieve success for your company. It's essential to lead change to proactively meet the ever-changing needs and demands of customers, so the organisation must remain flexible. Things should not be done the way they have always been done. Innovation, creativity, outside of the box thinking, and just-in-time training must continue to increase. Flexibility and innovation need not be that big breakthrough idea - but can and should also contain continuous incremental improvements that not only add up to a significant result, but create a culture in which improvement is valued.

#### ♣ Expand the Sphere of Influence:

Expanding one's sphere of influence does not mean growing the size of your organisation, but rather increasing the positive impact it has on the business, internal and external customers/vendors/suppliers/partners, and the communities in which it operates. It requires building customer-supplier relationships internally, working collaboratively, and a high degree of teamwork across the organisation. Externally it demands active involvement and leadership to proactively lead them to those actions that are desired. These efforts will not only help direct future focus and actions, but will strengthen the brand and reputation of your company.

#### ♣ Calculate the value add:

Calculating value add pertains to internal as well as external value. Measuring impact to the bottom-line is a must. But it also pertains to results/impact on employees (satisfaction, engagement, turnover, safety,etc.), customer service (deliver commitment attainment, job knowledge, customer relationships,etc.), and, of course, profit (cost, increased revenue, etc.).

#### ♣ Enhance reputation:

Branding is what you do through services and offerings, while reputation is how those things get done. Our philosophy incorporates both providing the solutions/services that are of value to customers in a proactive manner where possible and doing it in a way that fits with their needs. This element is about 'over-delivering' in terms of product/ service results and the customer service experience.

#### ♣ Sustain results:

Employees are expected to produce at the same level of quality and timeliness (or better) while being asked to take on more responsibilities. This can only be done by improving efficiencies, effectiveness, policies and procedures.

#### ♣ Develop ourselves and our employees:

We firmly believe that people are their greatest asset/strength, and they recognise that they cannot deliver on promises to customers / shareholders unless our employees are committed and fully engaged in what they do and how they do it. Consequently, it's imperative that we allow and encourage team-members to grow and develop as individuals in the directions they wish to go and in which they will be happy. The organisation considers employees as drivers who must be empowered to make split-second decisions that will affect the service, the customer experience, cost and relationship - all the things that are essential for continued success.

LET'S DO SOMETHING  
GREAT TOGETHER



MAKE THINGS  
HAPPEN !

Because the  
world needs  
big ideas



Become a  
Next Generation Enterprise



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