

PGP Success Factors

Empower Yourself With The Ambition
To Improve Life On This Planet



VALUES PEOPLE



GENERATES INNOVATIVE SOLUTIONS



EMBRACES CHANGE



THINKS AND ACTS ENTREPRENEURIALY



COLLABORATES



DRIVES RESULTS



DEMONSTRATES INCLUSION AND SUSTAINABILITY



EMBODIES VALUES OF INTEGRITY AND HUMILITY



*fired by imagination.
moulded to perfection.*



PGP Competency Framework



Preface

The PGP Success Factors serve as the cornerstone for designing the people processes at PGP Group. The eight competencies adopted align closely with PGP Glass's purpose, goals, enablers, and values. The aim of this framework is to steer the entire workforce towards achieving PGP's purpose: "Enhance the value of customer brands by providing specialty glass packing produced in an increasingly sustainable environment." It is crucial that our employees worldwide embody these values and demonstrate them in their behaviour in order to meet organizational and individual goals. This document outlines the eight competencies along with expected behaviours at each Level/Band within the organization.

There are eight competencies tagged to our values. However there is very thin line differentiating these behavioural indicators with respect to our values.

- ❑ • Entrepreneurship & Innovation - Generates Innovative Solutions, Thinks & Acts Entrepreneurially.
- ❑ • Care for People & Society - Values People, Embodies Values of Humility & Integrity.
- ❑ • Empowerment & Resilience - Collaborates, Drives Results.

Each competency reflects the behaviours to be exhibited by employees throughout the PGP Group across geographies and serves as a guiding tool for our people processes. As we move up the Band levels, the behaviour needs to be exhibited in a cumulative manner. This framework will build a deeper awareness of the key behavioural expectation (Band-wise proficiency levels) and sustain the culture of high-trust, high-performance at PGP.

Competency

VALUES PEOPLE

Behaviors



- **Develops people and teams**
- **Appreciates and cares for others**
- **Enables and empowers others**

Proficiency Levels

Band 1

1. Shares knowledge with others
2. Demonstrates care and appreciation for others' efforts
3. Supports peers when needed

Band 2

1. Understands knowledge and capability gaps and provides regular feedback
2. Connects frequently with team members to appreciate them and show care and concern
3. Aids and empowers team to take on new challenges

Band 3 & 4

1. Builds and implements processes to develop people capability in the unit / function
2. Creates mechanisms for ensuring employee well-being and recognition
3. Creates challenging opportunities aligned to role growth and aspirations

Band 5 & 6

1. Champions organizational initiatives that build people capability for now and the future
2. Institutionalizes a culture of caring and recognition
3. Empowers people at all levels through appropriate structure, culture, processes and policies

Competency

GENERATES INNOVATIVE SOLUTIONS

Behaviors



- **Generates new and creative ideas**
- **Makes data-based decisions**
- **Deals skillfully with ambiguity**

Proficiency Levels

Band 1

1. Identifies better ways of doing own work activities
2. Captures and makes use of data related to work areas
3. Identifies ambiguous situations and seeks help

Band 2

1. Generates and encourages new ideas in the team
2. Generates insights on available data for making decisions
3. Identifies plausible alternatives when met with ambiguity

Band 3 & 4

1. Proactively promotes innovation in products, systems and solutions
2. Drives systemic decision making that leverages data
3. Proactively analyses ambiguous situations and builds contingency plans for the future

Band 5 & 6

1. Sponsors innovative initiatives that impact the organization
2. Identifies and institutionalizes latest technology for intelligence based decision making
3. Spots opportunities in ambiguous situations and guides the organization to capitalize on them

Competency

EMBRACES CHANGE

Behaviors



- Open and responsive to change
- Focuses on own learning
- Promotes self-awareness

Proficiency Levels

Band 1

1. Demonstrates flexibility to change
2. Seeks and utilizes opportunities to learn
3. Seeks and reflects on feedback

Band 2

1. Supports team members in dealing with change
2. Undertakes structured learning aligned to career aspirations and growth
3. Promotes self reflection within the team

Band 3 & 4

1. Anticipates change and plans for it
2. Pursues learning aligned to the organizational strategic direction
3. Drives interventions that promote and build self awareness in the unit / function

Band 5 & 6

1. Identifies and drives strategic change management initiatives
2. Anticipates and equips oneself with relevant learning to navigate changes in the industry and macro environment
3. Cultivates a culture of self awareness across the organization

Competency

THINKS AND ACTS ENTREPRENEURIALLY

Behaviors



- **Thinks long term**
- **Takes calculated risks**
- **Understands and addresses customer's needs**

Proficiency Levels

Band 1

1. Understands organizational goals and their linkage with own work area
2. Identifies and pursues optimal risk opportunities
3. Understands and fulfils customers' needs as per expectations

Band 2

1. Ideates and translates unit / function goals into individual / team objectives and action plans
2. Encourages team to take calculated risks and learn from mistakes and failures
3. Guides team to understand stated and unstated customer needs, and deliver as per expectations

Band 3 & 4

1. Translates organizational strategy into operational plans with both short and long term focus
2. Formulates and drives risk and reward frameworks in unit / function
3. Drives processes that identify and address emerging customer needs, and enhance customer experience

Band 5 & 6

1. Outlines the organization's vision and strategic direction, and prepares it for the future
2. Designs and drives a risk strategy to pursue business opportunities
3. Researches and analyzes macro trends to design customer strategy and value propositions

Competency

COLLABORATES

Behaviors



- **Prioritizes enterprise over self / team**
- **Constructively deals with conflicts**
- **Builds long lasting relationships**

Proficiency Levels

Band 1

1. Cooperates with others and goes beyond own work to help others
2. Participates and contributes to deliberations at workplace
3. Fosters a positive relationship with others

Band 2

1. Aligns actions to enterprise / functional needs while working with other teams
2. Moderates conflicts arising between team members
3. Focuses on building relationships beyond team / unit

Band 3 & 4

1. Proactively identifies partnership opportunities with other units / functions
2. Creates awareness on policies and guidelines for conflict resolution and ensures adherence
3. Builds a network across boundaries with business, government and other stakeholders

Band 5 & 6

1. Offers and leverages support at an enterprise level to drive strategic goals
2. Defines guiding principles and policies for conflict management and resolution
3. Builds strategic alliances for business growth

Competency

DRIVES RESULTS

Behaviors



- Sets and delivers on high standards
- Perseveres through obstacles
- Takes ownership

Proficiency Levels

Band 1

1. Delivers on commitments as per agreed timelines and standards
2. Maintains a positive attitude even in difficult situations
3. Takes ownership for results in own area

Band 2

1. Sets high standards for team performance and ensures excellence in delivery
2. Guides and supports team members to overcome obstacles
3. Demonstrates ownership for self and team performance

Band 3 & 4

1. Defines standards and designs processes to achieve them
2. Anticipates obstacles and builds contingency plans to deal with them
3. Builds mechanisms which enable others to take ownership

Band 5 & 6

1. Constantly evaluates the organizational standards against external benchmarks and raises the bar
2. Identifies and eliminates systemic obstacles to drive organizational results
3. Fosters a culture of ownership

Competency

DEMONSTRATES INCLUSION & SUSTAINABILITY

Behaviors



- **Adopts sustainable practices**
- **Recognizes, embraces & values differences**
- **Acts for the benefit of the society**

Proficiency Levels

Band 1

1. Delivers using prescribed sustainable practices
2. Respects and embraces differences
3. Aligns own actions to benefit society

Band 2

1. Keeps sustainability at the core of decisions
2. Accepts and enables those with differences
3. Identifies avenues to contribute socially at an individual and team level

Band 3 & 4

1. Builds avenues to deliver outcomes sustainably
2. Values, encourages and builds systems to enable diversity and inclusivity
3. Proactively defines ways of working to maximize societal impact

Band 5 & 6

1. Drives sustainability as a core value
2. Champions diversity and inclusivity
3. Works with best in class social institutions to formulate policies that create high social impact

Competency

EMBODIES VALUES OF INTEGRITY & HUMILITY

Behaviors



- Acts in consistence with words
- Is humble
- Is reliable

Proficiency Levels

Band 1

1. Performs actions in consistence with words
2. Is approachable and modest with others
3. Is reliable in own tasks

Band 2

1. Ensures the team honours its promises
2. Encourages team to admit limitations, seek help and acknowledge contribution of others
3. Supports team to deliver reliably

Band 3 & 4

1. Ensures adherence to functional / unit promises
2. Drives humility as a core value in function/ unit
3. Identifies and eliminates systemic flaws that prevent reliability

Band 5 & 6

1. Builds an environment promoting consistency between words and actions
2. Role models humility
3. Strengthens organization's reputation for reliability



VALUES PEOPLE

- Develops people and teams
- Cares for and appreciates others
- Enables and empowers others



GENERATES INNOVATIVE SOLUTIONS

- Generates new and creative ideas
- Makes data-based decisions
- Deals skillfully with ambiguity



EMBRACES CHANGE

- Open and responsive to change
- Focuses on own learning
- Promotes self-awareness



THINKS AND ACTS ENTREPRENEURIALLY

- Thinks long term
- Takes calculated risks
- Understands and addresses customer's needs





COLLABORATES

- Prioritizes enterprise over self / team
- Constructively deals with conflicts
- Builds long lasting relationships



DRIVES RESULTS

- Sets and delivers on high standards
- Perseveres through obstacles
- Takes ownership



DEMONSTRATES INCLUSION AND SUSTAINABILITY

- Adopts sustainable practices
- Recognizes, embraces and values differences
- Acts for the benefit of the society



EMBODIES VALUES OF INTEGRITY AND HUMILITY

- Acts in consistence with words
- Is humble
- Is reliable



fired by imagination.
moulded to perfection.

