

Strategic HR

Humans are not resources: Leadership ethos behind Agarwal Packers and Movers



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In a world where business often treats people as numbers, Agarwal Packers and Movers stands out by treating humans as the heart of its success.

In 1987, a modest office in Paharganj, New Delhi, became the launchpad for what would grow into one of India's most trusted logistics companies—Agarwal Packers and Movers. But for founder Ramesh Agarwal, the journey was never just about moving goods. It was about moving people—with dignity, honesty, and purpose.

At the recent People Matters TechHR India conference, Agarwal took the stage to share a story that defies conventional business wisdom. His keynote, “Building Movers of the Nation: The Human Side of Logistics Leadership,” was more about moral scale than operational scale.

From Paharganj to 182 countries

What began with just 3–5 employees has grown into a workforce of over 5,000, with a presence in 182 countries and annual revenues crossing ₹500 crore. But Agarwal insists that the real growth metric isn't profit—it's people. This philosophy isn't just rhetoric. It's embedded in the company's DNA.

The oath that changed everything

Early in his entrepreneurial journey, Agarwal was disturbed by the normalisation of dishonesty in business dealings. “I saw people lying just to keep the business going. It shook me,” he recalled. In response, he introduced a company-wide oath: employees would not lie to clients, colleagues, or themselves—no matter the pressure.

This simple act of integrity became a turning point. “When people take an oath, they don't just change their behavior—they change their mindset,” Agarwal said. Over time, this shift impacted not just the company culture but the families and communities of employees. Honesty became a shared value, not just a corporate policy.

HR that builds humans, not just skills

Agarwal's leadership style draws heavily from lessons—not just academic ones, but human ones. His core principles: honesty, discipline, and ownership. These aren't just values—they're degrees every employee earns

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The company's HR philosophy is rooted in multi-skilled development and emotional intelligence. Every employee is encouraged to speak up, contribute ideas, and grow beyond their job description. "HR should not just manage people—they should empower them," Agarwal said.

One of the most unique practices is Manthan Day, held on the 4th of every month. It's a town hall where every employee, regardless of rank, is invited to share feedback, ideas, and concerns. "No one should be left out of the conversation," he emphasised.

The client is god, but the employees are the temple

Agarwal's mantra—"The client is God"—is well known. But he's quick to add that employees are the temple where that god is served. "If you don't respect the temple, how will you serve the god?" he asks.

At the company's headquarters, routines are built around discipline, transparency, and shared ownership. From onboarding to daily operations, the emphasis is on creating confidence—not just compliance.

A model for human-centered growth

Agarwal Packers and Movers is more than a logistics company—it's a case study in human-centered leadership. In an era where businesses chase automation and efficiency, Aggarwal reminds us that the most powerful engine of growth is still the human spirit.

As India continues to shape global business narratives, stories like these offer a blueprint for leadership that's not just profitable, but purposeful.

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