



Internship Report on
HUMAN RESOURCES POLICY
&
PROCEDURES MANUAL
On



BAY AGRO INDUSTRIES LIMITED

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Introductory Statement

This HRM Manual is designed to acquaint you with Bay Agro Industries Ltd. and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. You should read, understand, and comply with all provisions of the HRM Manual or Service Rule. It describes many of your responsibilities as an employee and outlines the programs developed by Bay Agro Industries Ltd. to benefit employees. One of our objectives is to provide a work environment that is conducive to both personal and professional growth.

No employee HRM Manual can anticipate every circumstance or question about policy. As Bay Agro Industries Ltd. continues to grow, the need may arise and company reserves the right to revise, supplement, or rescind any policy or portion of the HRM Manual from time to time as it deems appropriate, in its sole and absolute discretion. The only exception to any changes is our employment-at-will policy permitting you or Bay Agro Industries Ltd. to end our relationship for any reason at any time. Employees will, of course, be notified of such changes to the HRM Manual as they occur.

These rules/HRM Manuals shall apply to all Probationary and Permanent/Full time/Regular Employees of the Company excluding security & cleaning personnel and employees who are in contract job with the company.

Actions taken, orders, appointments made or proceeding commenced before the commencement of these Rules/HRM Manuals, shall, so far as they are not inconsistent with the provisions of these Rules/HRM Manuals, be, deemed to have been commenced under the corresponding provisions of these rules/HRM Manuals. If inconsistent that should be regularized as per these rules/HRM Manuals.

LETTER OF TRANSMITTAL

To

Mr. Shamim Ehsanul Haque

Sr. Lecturer (Internship Supervisor)

BRAC Business School, MBA Department

BRAC University

Subject: Submission of Internship Report

Dear Sir,

With most respect to thank you for giving me the opportunity to compile the Internship Report on “**Human Resource Policies of Bay Agro Industries Limited**”. It is an enormous prospect to prepare an Internship Report on this subject after a pre-planned procedure. By preparing Internship Report, I have identified ample information with reference to the Human Resource policies with respect to the global scenario. It helped me to develop my analytical skills as well. I have learned a lot about the process how an organization works while making this internship report. It is a great pleasure for me to study and make research on such type of subject as well.

I have submitted this Internship Report for your kind appraisal and desire we could do it significantly enhanced but due to some limitations it was not possible. I ought to thank to you for your assist in this regard.

Your acceptance and appreciation would surely inspire me. For any further explanations about the report, I will be gladly available to clarify the ins and outs.

Sincerely,

Nazray Morshed Khan

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Master of Business Administration

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ACKNOWLEDGEMENT

I have completed my internship in Bay Agro Ind. Ltd. My internship report won't be possible without contribution of few people. At first I desire to express our deepest sense of gratitude of almighty Allah.

This internship report and Human resource policy (proposed) has been completed successfully due to get supports from few helping hands, without which this would have not been possible. However, the space involved does not allow us to mention everybody individually. I would like to express our special thanks and sincere gratitude towards, Lecturer, BRAC Business School, and BRAC University for her generous help and day to day suggestion in the process of making Human recourse policy report by Mr. Asifur Rahman (Honorable Director) of Bay Agro Industries Limited. I deeply appreciate their enthusiasm and guidance in preparing this Internship Report.

I would like to thank them for the excellent guidance through valuable ideology, office order and personal advice with support also.

Sincerely,

Nazray Morshed Khan

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Executive Summary

Bay Agro Industries Ltd. was established in 1998 when poultry was still in infancy stage in Bangladesh by its founder Chairman M. Anisur Rahman to pursue his cherished dream of poultry farming on modern lines and it is due to his outstanding leadership and abilities that Bay Agro has grown multifold and will continue to grow further with ambitious expansion plans. A sister company has been established namely Shalbahan Farms Ltd.

Bay Agro Industries Ltd. is one of the leading concern of Bay Group of Companies which renowned as Industrial group with diversified business in many fields and has following Companies in its fold:-

- 1) Bay Agro Industries Ltd.
- 2) Bay Tanneries Ltd.
- 3) Bay Footwear Ltd.
- 4) Bay Emporium
- 5) Bay Chicks Ltd.
- 6) Aziz Tanneries Ltd.
- 7) Bay Real Estate Ltd.
- 8) Bay Rubber Ltd.
- 9) Paruma Shoes Ltd.

In this report I have tried to give an overview of the HR Policies of Bay Agro Ind. Ltd. I have tried to portrait my internship program through this report.

The report covers the how employees are compensated, recruited and measured their performance etc. Even though it is not one of those huge companies where the information is easily accessible, I tried my best to cover those in this report.

Finally, it says about my findings and recommendations for Bay Agro Ind. Ltd. which I think they should consider enhancing business performance and increasing the employee productivity as well as reducing employee turnover.

Section A: 1.0.

INTRODUCTION

1.1 Introduction to Report

I have done my major in human resource management from BRAC Business School. There I have completed four years of the theoretical part of the graduation. Now the rest of the practical part I have completed from HR department of Bay Agro Ind. Ltd. This practical part will be evaluated by my honorable Internship supervisor. For that reason I have prepared this report on the basis of my practical job experience and submitted to my supervisor. The topic of the report is “an overview of HR Manual & procedures” of Bay Agro Ind. Ltd.

As a part of my internship program for my MBA, I got the opportunity to submit my internship report from my Job experience as Executive (HR & Admin) in an agro based company Bay Agro Ind. Ltd. My organizational supervisor was Mr. Jahangir Alam Chowdhury (Asst. General Manager & Head of HR & Admin). My project topics covered the aspects of the HR department and the various issues related to it in respect to the company. The topic was approved by my Internship supervisor Mr. Shamim Ehsanul Haque (Sr. lecturer of BRAC Business School).

1.2 Background of the study

In this era of global business competition where there is no room for any error. Efficiency in production plays a great part. Efficiency in all aspects, passion for gaining advantage is the key for survival and growth. In all trade there's a saying it's the people who make all the difference. In Agro based sector especially in poultry industry, human resource department plays a vital role. In this study I would like to share my experience while working with a poultry company named Bay Agro Industries Ltd. In internship my project or objective was in a broader perspective HR management. I have also conducted a small study work on HR driven efficiency.

1.3 Origin of the report

The report is a requirement for internship of my MBA program. Topic has been selected by me as a human resource of Bay Group and I have tried my level best to make it a good one and I have been serving this company as an Executive of human resource development department for the last two and half years almost.

1.4 Objective of the study

General objective

The main objective of this report is to have an assessment about overall activities of Human Resource department. In broader perspective I am still trying to learn all the HR activities besides my regular work.

Specific objective

1. Understand the HR operations of a local agro based company
2. Understand how basic HR activities of Bay Agro Industries Ltd. functions
3. Understand the reason behind the high turnover rate

1.5 Methodologies

To make this report meaningful and presentable, I used primary and secondary research base. Most of the data came from my critical observation, office orders from the higher management and unstructured interview.

1.6 Limitations

- | Sample size is very small compared to the entire population
- | The research is confined to just one company
- | Lack of technical expertise
- | Lack of manpower and other resource constraint
- | Inadequate access to information (sensitivity of company information) which disrupts the scope of analysis
- | Due to the limitations many aspects could not be discussed in the report

1.7 Data collection Method

Data was collected through previous documents, Office order record book, E-mail archival records and highly dependent on observation, unstructured interview and close observation. To find out the system loop hole and inefficiency I had to stay few days with the factory and its employees earlier of my career.

1.8. Purpose of the Manual

Bay Agro Industries Ltd. Human Resources Policy and Procedures Manual have been developed to facilitate the implementation and clearly define Bay Agro Ind. Ltd.'s policies on human resource management.

The Manual provides guidelines to be followed in the administration of these policies, and assists all employees in defining who is responsible for each human resource management decision, and the correct procedure which is to be followed.

HR policies must be kept current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or for new procedures to be added.

These policies and procedures apply to all areas of operations within Bay Agro Industries Ltd. and its related entities.

This manual presents the standard procedure and policies of personnel management of BAIL. This is a comprehensive HRM manual of BAIL that includes services rules, recruitment policies, administrative rules and staff development aspects.

These are guiding rules for all staff members of BAIL, which serve the interest of both the employer and the employees. Each section of this manual defines the policies and procedures of personnel management, however, this might be changed if management intent to bring changes.

1.9 Scope of the Manual

The Manual has the following essential characteristics:

- Bay Agro Ind. Ltd. HR Policies are consistent with the Company's other policies such as finance policy, business policy. The policies are reflected with the country's existing law to ensure fairness.
- Policies are fair, flexible and realistic.
- Policies and procedures will be reviewed when there are major changes.
- HR policies are applicable for all employees of the Company.

The policies are clearly stated so that employee can clearly understand them. Also HR will make necessary policy interpretations on a need basis to the employees.

1.10 Policy Amendment process

The ultimate decision and approval for any amendment/ inclusion rest on the management authority. Once the management approves any new policy or amends existing policy that will become the part of the Bay Agro Ind. Ltd. HR Policies & Procedures Manual.

Notwithstanding anything contained in this manual, Management has the discretionary power to make exception to any of the policy of this manual subject to the consent of the Managing Director or his designate.

1.11 Policy Implementation

It is very important that all concerned understand and comply with the HR policies at the work place. Non-compliance of Company policy is clearly violation of policy and merits disciplinary actions.

1.12 Organization profile

Bay Agro Ind. Ltd. (BAIL) was established in 1998 by M. Anisur Rahman, the founder chairman of Bay Agro Ind. Ltd. along with Alhaj Md. Shamsur Rahman (Chairman of Bay Group) when poultry was in infancy stage in Bangladesh. When Business started by its founder Chairman to pursue his cherished dream of poultry farming on modern lines by utilizing their outstanding leadership and abilities that Bay Agro Ind. Ltd. has grown multifold and will continue to grow further with ambitious expansion plans. A sister company has been established namely Shalbahan Farms Ltd. to adapt the changes and meet the demand of 21st century this farm has a modern poultry processing plant, the first of its kind in Bangladesh, with the capacity to process 1000 (One thousand) birds per hour, equipped with modern amenities.

Head office of Bay Agro Ind. Ltd. (BAIL) is located at TCB Bhaban (9th Floor), 1, Kawran Bazar, Dhaka -1215. With the aim of continuous progress of Bay Agro Ind. Ltd. there are 5 units running currently within Bangladesh named Commercial Feed Mill, established in 2006 in Gazipur, Konabari for producing quality feed for commercial supply, 2 Hatchery in same place and Sirajganj Hatchery under Shalbahan Farms Ltd., for producing Day Old Commercial Chicks (DOC), moreover for parent stock rearing and BAIL has established 3 Breeder farms in Thakurgaon, Kaliyakoir and Konabari of Gazipur zone.

1.13 Mission

To provide top quality DOC and feeds to the consumers at affordable prices to overcome the existing per-capita deficiency of protein in the Country.

1.14 Vision

To be a totally vertical integration in Broiler and Commercial Layer Farming by using the latest concepts of Poultry farming & innovative ideas.

The Company has at present following production units:-

- 1) **Breeding farm, Bay Agro Industries Ltd. (BAIL), Telirchala:** This is the first unit of the company established in 1998 and has a capacity of 1,40,000 broiler breeders.
- 2) **Breeding Farm, Shalbahar Farms Limited, (SFL-1):** This farm is located at Sonatola, Gazipur and has a capacity of 1,80,000 Broiler Breeders.
- 3) **Breeding Farm, Shalbahar Farms Limited, SFL 2:** - This farm is another addition to Bay Agro which is located in an isolated area of Thakurgaon, 400 kms from Dhaka and has a capacity of 1,20,000 Broiler Breeders.

Hatchery: The Company has a hatchery having state of art hatching machinery with an output of half a million plus day old chicks per week which is expected to increase significantly once SFL 1 farm is totally operational.

Sirajganj Hatchery: New hatchery at Sirajganj located around 142 kilometers from Dhaka.

Feed mill: The Company has three feed mills, two catering exclusively for its Breeder farms feed requirement while as the third one namely Commercial feed mill, at Mouchak, Gajipur is producing presently around 3000 metric tons of feed of all types of poultry and aqua feed per month for commercial purposes.

Section B: 2.0.

CCLASSIFICATION OF EMPLOYEES

2.0 Classification of Management Employees

An employee is a person who hired for provide services to a company on a regular basis in exchange for compensation and some other benefits and who does not provide these services as part of an independent business.

Employees of the Bay Agro Industries Ltd. are classified into the following grades. Designations of the employees may be fixed as deemed appropriate by the management.

Top Management	Managing Director
	Chairman
	Director
	GM
Senior Management	DGM
	AGM
Managers	Manager
	Deputy Manager
	Asst. Manager
Executives	Sr. Executive
	Executive
	Jr. Executive
Officers	MTO
	Assistant Officer
	Office Asst.

Management Structure:

The Company has a Board of Directors of eminent industrialists namely M. Anisur Rahman Mr. Shamsur Rahman, Mr. Asifur Rahman and Mr. Ziaur Rahman with vast knowledge and experience. The Company has on its rolls highly skilled & experienced technical staff hands recruited from abroad as well as locally. Besides as & when felt necessary, Technical experts are called from various fields to brief the board about any technical issues & latest innovations.

Brief Background of Board of Directors:

M. Anisur Rahman, Chairman:

Bay Agro Industries is headed by its chairman, **Mr. Anisur Rahman** who started the Company and under his able guidance, the Company has grown multifold. He started poultry business on modern lines in Bangladesh when Poultry still was backyard farming. He has attended various technical seminars/shows on poultry both in the Country as well as abroad and is a leading highly respected figure in Poultry industry of Bangladesh and an active member of Poultry Breeders Association of Bangladesh.

Even though he has various other business concerns, Poultry is his first love. He has pioneered a work culture in the Company of encouraging regular training of the employees and to come forward with their ideas most of which have been appreciated and implemented by the Company.

Mr. Shamsur Rahman, Managing Director:

Mr. Shamsur Rahman initially started his business by establishing Bay Tanneries in 1977 which is the flagship Company of the group. During last 30 years, by virtue of his hard work and extra-ordinary skills built a diversified highly successful business group.

The Government of Peoples Republic of Bangladesh rewarded him with the honor of Commercially Important Person (**CIP**) which he has been holding for more than a decade. Apart from being a highly successful industrialist, he is equally well known for his philanthropic and social activities. He has established a number of educational institutions, orphanages etc. Mr. Shamsur Rahman is also Director of Express Insurance Limited and Golden Life Insurance Limited. He is also Acting President of Bangladesh Chamber of Industries (BCI).

Mr. Asifur Rahman, Director, Operations, Bay Agro Industries Ltd.:

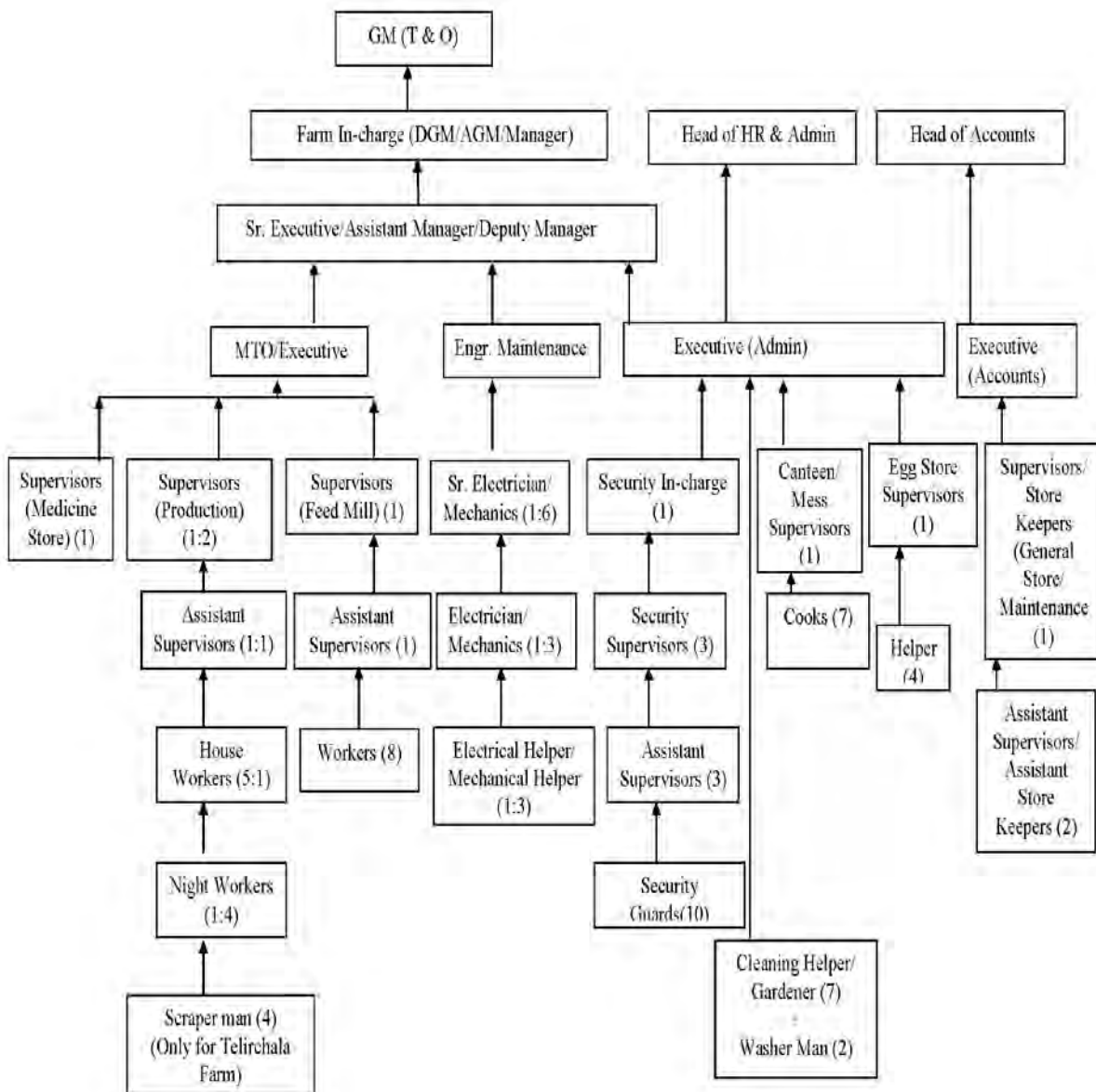
Mr. Asifur Rahman immersed himself fully in the development of projects within the group and in particular the state-of-the art leading poultry production units. He holds a B.Sc. in Economics from the University of Kansas in U.S.A. He has been instrumental in establishing Shalbahan Farms Ltd. a sister concern of Bay agro and expanded the Company with addition of 2 new breeding farms, expanding the feed production capacity of Commercial feed mill as well as seeking state of art machinery for the hatchery.

He is a regular participant in poultry shows/seminars around the globe to keep himself abreast with latest innovations and updates. His exemplary devotion to the work is a great motivation to the staff of Bay Agro and its sister concerns.

Organogram

An organizational chart (often called organization chart, organogram) is a diagram that shows the internal structure of an organization and the relationships /relative ranks of its parts and positions/jobs of an organization. The employees and positions are represented by boxes or other shapes. This creates a clear visual depiction of the hierarchy and ranks of different people, jobs and departments that make up the organization.

[Proposed Org. Chart of BAIL]



Section C: 3.0.

RECRUITMENT

3.0 Recruitment

Recruitment and Selection are not simply mechanisms for filling vacancies rather they are viewed as the key factor for suitable placements. With a view towards placing the right person at the position, in BAIL following procedures in Recruitment and Selection will be practiced:

3.1. General Principles

HR requirement within the organization is determined as per Manpower Evaluation due to turnover, promotion, retirement, new business strategy, etc. BAIL philosophy is to retain and develop the in house talents and hire the best performers in the industry. If there is any shortage of manpower in any department/unit or when other units requires additional staffs, the Unit head / or the department head informs HR department about the vacant positions.

Recruitment is the process of searching for prospective talent and stimulates them to apply for jobs in the organization. In other words, it is the process of finding and attracting capable and qualified applicants for employment. The process begins when new recruits are sought and ends with the final selection of the candidates. The primary purpose of any recruitment is to find the most competent applicants and choose those individuals who are best fit for employment.

Recruitment is made based on need assessment by the organization. However, a person below 18 years of age will not be recruited. Head of HR & Admin department do the recruitment process after consulting with Board of Director when a Top & mid level vacancy occurs. Existing staff members of BAIL will get preference for advancement if they qualify for the post/position. The differently able persons are also encouraged to apply provided they are capable and competent for the post advertised.

3.2. Approval for Recruitment

The recruitment of staff is made on the basis of requirement of manpower, budgetary allocation or extra budgetary options. From Asst. Supervisor level or equivalent from every unit cases, Head of HR department then BoD/ Director will approve recruitment in those positions in BAIL. Specifically, in case of recruitment necessities, respective unit/department head will consult with The Director & Head of HR & Admin about requirement. The Director shall approve Job description, qualifications, experience and budgeted/projected salary. In case of educational qualification, the higher degree will get preference, then experiences.

In the Office order **Ref no: BAIL/HO/HR&A/15/054** where said:

1. Concern unit admin department shall complete initial documentation procedures and hold primary interview headed by unit Head/In charge.
2. After completing initial interview, primarily selected personnel along with all requisite documents/papers to be send to HR & Admin department of Head office.
3. After final interview, HR & admin department of the company shall take necessary initiatives to final recruitment.

3.3. Source of Recruitment

BAIL reserves the right to hire competent staff both from internal and external sources.

Internal source

- ✓ Job rotation/transfer
- ✓ Job enrichment/promotion
- ✓ Existing employee referral & other referral.

External Source (new entry)

- ✓ Advertisement in daily newspapers
- ✓ Advertisement on job site

3.4. Developing the vacancy Announcement/Advertisement

For newly created positions, the concerned Department Head/Coordinator/Director will formulate job description. For existing positions, previously developed job descriptions can be used. If necessary those can be reformulated in the light of new requirements. Based on the job description HR & Admin department will develop the advertisement for publication in newspapers, Job portal and other media.

The advertisement should contain brief description about BAIL, required educational qualification, work experience, indicative compensation package, and the job requirements i.e. what competencies is expected from the suitable candidate/incumbent for the position.

Minimum information required in the application- brief information on the candidate's education and experience, her/his special achievements, and preferably a note on why s/he thinks s/he is suitable for the position (Only for professional positions of Staff)

The candidates should be given at least 2 weeks time to respond to the advertisement. The Head of HR & Admin department will approve the advertisement before publication.

The advertisement should be made, preferably on weekly holidays or on those days when the newspapers have a special feature on Employment Advertisements. Junior positions may be advertised internally. The HR division or Administrative section will perform the responsibility of publishing the advertisement wherever necessary.

3.5. Pre-selection/ Screening/Short Listing

The Management will formulate criteria for screening/short listing of candidates if too many of them meet the minimum requirements as advertised. A selection Committee will pre-select the candidates for a written test. The Committee will agree on the criteria after the applications are sorted out. Some screening/short listing criteria may be:

- Academic Achievements;
- Relevance of experience to the position advertised;
- Present organization and position of the applicant;
- Potential to take additional responsibility;
- Social and cultural background;
- Salary expectations.

3.6. Issuance of Interview/written test

The short listed candidates will be communicated in writing or through any other suitable means of communication about the date, place and time of written test and/or interview. The written test/interview date will be fixed at least after 3 days of interview call to ensure that everybody can take minimum preparation. In case of urgency in recruitment, BAIL can also invite candidates through e-mail followed by telephonic call or SMS. After completing the written test s/he will fill up the BAIL applicant form, writing down 2 applications (English & bangla) to Honorable Director.

3.7 Personal History Form

An employee must provide the following information to the HR Division through a Personal History Form at the Head Office:

- a) Name, Present address and permanent address, and telephone number
- b) Family status affecting:
- c) Marriage / Divorce / Separation (in case any individual feel like to bring any change to their declared nominee information)
- d) Birth date
- e) Additional persons contact details to be notified in the event of serious accident, emergency and the death of Member.
- f) qualification educational / vocational /technical /social along with documentary evidence.
- g) Any important health information.
- h) Any other personal information required by the HR Division at the Head Office from time to time.

3.8. Interview Process

The selection process may include both written and viva. Besides, incumbent's any relevant skill like computing capacity test may be arranged.

For driver selection, test driving must be arranged.

3.9. Written test

A written test will be arranged to find out the knowledge level and communication skill of the pre selected candidate. Written test samples will be different for different levels/categories. For a managerial post, written test will focus on the managerial duties/responsibilities, command of English both written and spoken, leadership qualities and communication skill of the candidate. For other levels/categories, emphasis will be placed on job related knowledge and communication skill.

3.10. Viva voce and Final Selection

Candidate will be chosen for interview/viva voce based upon the result of written tests. An evaluation sheet will be prepared mentioning the name, educational qualification, experience. Written test result will also be considered for selection. On the basis of the educational qualification, experience, written test result/professional skill and viva result, the recruitment committee will nominate /select the appropriate candidates for recruitment.

Generally, the interview board should be consisted of personnel from the concerned departments, HR and any other from related or non-related departments.

For Executive/Officer level interview, there will be a Line Manager and a personnel from Group HR department in interview board.

For the Level of Manager, the interview board will be consisted of a Line Manager, personnel from Group HR Department and a member nominated by MD/DMD.

And for Senior Management, interview will be held by Line Manager, a personal from Group HR Department, Managing Director/Deputy Managing Director or personnel nominated by them.

3.11. Selection for Recruitment

The Recruitment committee/Interview Board will prepare list of 3 to 5 alternative candidates (panel) for each position so that detailed queries can be made about their background, previous

Experiences and performance. Negotiations may be made with them. Final recruitment will be done from the list of alternative candidates.

3.12. Negotiation

The Interview Board/Director or her/his nominee will negotiate for BAIL with the candidate(s) found suitable in order of merit, on the terms of appointment, particularly on joining date, salary and other benefits etc, through face-to-face discussion.

3.13. Contacting Referees for Background investigation

For any managerial post or senior level post, background check is mandatory. It may be conducted either over telephone or by sending a letter to the referees with a request for any comments regarding the candidate. Special care needs to be taken while doing the background check, so that the interviewee does not face any problem with his/her present job. To this end, all employees should furnish the names of two referees whom the organization may contact and get reference regarding the employees' character and antecedents, the referees shall be requested reply by phone or letter regarding the candidates within three weeks' time. If no response is received within the stipulated period from at least one referee, the case will be regarded as negative. The referees will be contacted during the observation period.

3.14. Initial determination of salary

Salary of newly recruited staff will be fixed at the starting of appropriate grade. However, depending on the qualification, reference and experience of a candidate, the MD/Chairman/Director will have the discretion to offer higher salary within the scale of pay with due discussion with the concerned Departmental Head. The salary will be composed of the basic salary and other benefits.

3.15. Issuing Appointment Letter

Appointment letter will be issued upon acceptance of offer and subsequent joining. Before issuing appointment letter to any employee, satisfactory reference must be received from present employer. The authority will issue the appointment letter after being satisfied with BAIL requirements like all the necessary documents. BAIL may also give a deadline of 1 week to the selected candidates/s to accept or reject the terms of appointment.

3.16. Joining procedure

The HR division/ Admin Section will receive the joining report from the newly recruited incumbent. The new incumbent's supervisor will verify joining report. HR Section will introduce the newly recruited person/s to the employees of BAIL physically or by mail in terms of unit.

3.17. Induction

Every new incumbent will be on Induction period during the first six months, undergo systematic induction orientation to enable her/him to adapt of BAIL norms and environment. However, the newly employed incumbent should be put in her/his designated job as soon as possible. The incumbent must be aware of the following:

- ✓ AGRO/Poultry based Business context in Bangladesh and position of BAIL and its background
- ✓ BAIL mission, objectives and its constituencies
- ✓ Main programs, Sister Concerns and partners of BAIL Organizational policies, values and culture
- ✓ Strategic plan of BAIL
- ✓ Dedication on incumbent's job description to get in job.

If the performance level of the concerned employee is not satisfactory within this period, the Director may extend the probation period for maximum of another two months. No confirmation letter will be issued after completing probationary period successfully.

3.18. Placement of employee

The organization may assign other duties based on the revealed capacities of the employee.

Where ever posting or place will be but whenever be required management may transfer or assign him to work at any place of business presently operating.

The company may also depute you to work, or assign his services to any associate company, sister company, subsidiary or other company/concerned/organization/farm with whom the company may make such arrangement or agreement.

3.19. Provision of necessary tools and equipment

BAIL will provide necessary tools and equipment to the employee and arrange physical facilities required for the tasks.

3.20. Verification of Educational and Experience Certificates

BAIL reserves the right to verify the educational and experience certificates of any incumbent/employee. The Administration/HR section may conduct the investigation in a confidential manner.

3.21. Confirmation of Previous Employment

Under no circumstances a person can be employed by another organization when a full time employment contract with Bay Agro Ind. Ltd.. Candidates must produce a resignation acceptance letter and/or a release order (original forms only) from his or her preceding employer prior an appointment with Bay Agro Ind. Ltd.. The original copy of the resignation acceptance letter and/or the release order, on official letterhead, must be verified by HR on the joining day with Bay Agro Ind. Ltd.. A verified copy of the resignation acceptance and/or release order, along with educational and experience certificates will be maintained in the employee's Personnel File.

3.22. Documents required for appointment:

The following documents need to be checked before confirming any appointment:

All papers as followed should be attested by concerned authority;

- Resume/bio-data with recent photograph
- Three (3) Recent Pass Port Size Photograph.
- Educational certificates
- Character certificate
- Experience certificates
- Name of referees with full address and contact number
- Clearance from previous employer (if required)

3.23. Documents required for Issuing Contracts of Employment

The selected candidates will be issued with a Letter of Appointment.

A copy of the letter may be sent to the Head of Finance & Accounts Division for their information (if required).

The appointment letter should not state any salary/remuneration info, terms and conditions etc. These will be written in contact letter.

The contact letter should state clearly about;

- The post / position
- The remuneration / salary;
- The service benefits;
- Income tax
- The probationary period;
- The reporting date, time and place;
- Notice period required by either party for termination of appointment;
- Validity (duration) of employment offer.
- Contract Termination clause
- Specify Line Manager's title with functional area.

3.24. Personnel Files Responsibilities

When a new employee submits his or her joining letter, a Personnel File (PF) is opened in his or her name. The Personnel Files of the employees will be maintained by the HR Division, for all staff, centrally at Head Office. An employee's personnel record begins with their completed Job Application form. Personnel records are the property of Bay Agro Ind. Ltd. and will be treated like any other confidential organization information.

It is the responsibility of HR Division to maintain an up-to-date Personnel File in each employee's name. On separation or termination of staff from employment, the Personnel File should be closed indicating the re-employment status by Line Manager.

Personnel files will also be maintained for all employees at the Head Office Human Resources Division.

The following provisions apply with respect to Bay Agro Ind. Ltd.'s standards for establishing, maintaining and handling employee personnel records:

- Employees will be permitted to review their personnel records at reasonable times.
- The personnel file of an employee terminating employment will be maintained for a minimum of (five) 5 years. But company may retain personal file of any regrettable loss even after 5 years for any future employment possibilities.

3.25. Contents of Personnel Files

Employee personnel records will include the following:

- Original Employment Application
- Filled-in Form on Personal Information with recent photographs
- Reference check forms, appointment letter, contact letter
- Interview Appraisal Reports
- Disciplinary Action(s), if any
- Special Commendations
- Educational Achievement(s)
- Status changes affecting employee's work and salary history
- Other relevant documents as determined by management, i.e., National Identity Card (NID), Passport info (if any) etc.

Such records will be regularly updated with additions and changes as may be necessary from time to time. Head Office HRD shall strictly maintain confidentiality of the files.

3.26. Permanent Employment Contract

For core position an employee will be offered a permanent employment contract, following the satisfactory completion of his or her probationary period

Permanent employee will be eligible to all employee benefits including festival bonuses and other benefits in accordance with the appointment letter and organization rules.

Person appointed on contract may be terminated during the tenure at the discretion of the employing department with reasons (performance/ redundancy) or without assigning any cause. A termination clause (with notice period/pay in lieu of) must be incorporated in the contract. Any contractual employment will require final sign-off by Managing Director.

3.27. Recruitment of Workers

It is mandatory that any requirement of worker has to be notified to the HR dept. through the worker requisition form with necessary approval. Upon receiving the request HR may go for paper advertising, looking for reference from other workers or employees of the factory. The most suitable person from the pool of applicants as specified in the requisition form shall be selected after adequately examining the competency of necessary skill as required for the job to be served.

Transfer of workers from one unit to another unit can be made to fill any vacancy subject to the consent of the supervisor of that employee and approval of the unit head.

3.28. Hiring of Relatives

Bay Agro Ind. Ltd. does not discriminate anyone based on her/his relationship with an existing staff member of company; however, it discourages recruitment of relatives especially at management and senior management level considering the potential conflict of interest.

In cases where two existing Bay Agro Ind. Ltd. staffs are relatives, they will not be considered for jobs in the same function or department, and neither may supervise the other at any time during their service with Bay Agro Ind. Ltd.

A relative is defined as being any one of the prospective employee's parents, spouse, children, brother, sister, cousins, uncles, aunts, nieces and nephews.

3.29. Child Labor Issue

In compliance with global policy on child labour issue, Bay Agro Industries Ltd. is strictly committed to not recruiting child labour (under 18 years) in their factory and believes that the development of children, their communities and countries is best served through education, not child labour.

Their principles are protecting children from child labor exploitation and do not employ children in any of the industrial operations.

Section D : 4.0.

COMPENSATION & BENEFITS

4.0 Compensation & Benefit

Compensation is what an employee receives in exchange for his/her physical and mental works, and contribution to the Company. Compensation does not represent only salary but a wide range of benefits and services are part of the total compensation package. Bay Agro Ind. Ltd. wishes to pay competitive salaries to attract, retain and motivate competent and skilled employees at all levels of the Company.

Salary and benefits will be fixed based on the incumbents' educational and professional background. A contract employee will be entitled to same level of salary and benefits if he/she is hired in a position that already exist in the permanent payroll and appropriate income tax will be deducted at source.

Consolidated salary includes basic pay and other fringe benefits. BAIL may review the salary structure from time to time. Salaries will be paid in the first week of the month. An employee may withdraw his/her salary for the month before going on approved leave if the leave covers the whole of the month. Mess bill will be deducted from the salary while preparing from HO and Salary will be Held up if any employees breach the company system by not giving 30 (thirty) days notice. On the other hand employee may discontinue employment with the company by giving 30 (thirty) days notice or salary for unsaved period.

4.1 Benefits and Compensation

Gratuity and Provident fund constitution is under processing.

4.2 Festival Benefits/Allowances

All BAIL staffs are entitled to receive yearly 02 (two) Festival Bonus per year. Each bonus will be equal to 50% of monthly gross salary and shall fall due on the eve of Eid-ul-Fitre & Eid-ul-Azha (to be eligible for festival bonus, six months period of services needs to be completed).

4.3 Annual Increment

This is performance increment and linked with annual performance appraisal outcome of the respective employee. Usually the upper limit of such increment is 5 % of Gross salary subject to performance and overall evaluation.

4.4 Compensation and Benefits for Management Employees

Compensation & benefits for the management employees would be as per following heads –

Basic Salary	50%
House rent	30%
Travel Allowance	10%
Medical	10%

** Factory food allowance shall be applicable only to them who are working at factory.

The grade and salary matrix of BAIL is composed of 8 classified grades for Executives & above levels and 7 classified grades for Non-Management level.

Each grade has salary ranges segmented in nine (8) steps and the fixation of Gross salary during appointment or annual appraisal completely depends on employee's experience, achievement and performance. The salary structure is kept strictly confidential and not shared with employees or outside except authorized officials.

For a complete month, one-month basic salary applies but for fractional period, pro-rata basic is calculated by using the following formula:

$$\frac{\text{Annual Gross Salary} \times \text{Number of days}}{\text{-----}} \\ 365$$

4.5. Currency of Payment

Payments shall only be made in Bangladeshi Taka.

4.6. Deduction from Salary

These will include those deductions required by law, including payee's income tax.

Bay Agro Ind. Ltd. will not contribute to the payee income tax and 100% Tax will be borne by the employee.

Basic salary, House Rent, Medical Allowance, Leave Fare Assistance, Festival Allowances (if any), Utilities Allowances, and all other allowances due, if any, will be paid proportionately to the period of service in a calendar year and month for the purpose of calculation of dues in the case of resignation, termination, retirement, retrenchment, dismissal and death of employee concerned.

4.7. Increment

Increments are given to the deserving employees with a view to recognizing their best services rendered to the Company based on their performance of the year. During Annual Performance Appraisal, increment decision is taken based on employee's performance. Management discretion is vital regarding approval of increment.

4.8. Festival Bonus

Employees are entitled for receiving two festival bonuses for each year. One bonus is equivalent to 50% of one month's gross salary. Employees who are Muslims get two Bonuses before Eid ul Fitar & Eid ul Azha. Employees who are Hindus receive one bonus before Durga Puza. Bonuses are arranged for the Christian employees before Christmas and Buddhist employees receive their bonuses before Buddho Purnima. Pro-rata payment based on gross salary is made for any incomplete year.

4.9. Vehicle Policy

The objective of the scheme is to ensure smooth easy and comfortable mobility of the managerial level of the company for their official work in a dignified manner.

4.10. ELGIBILITY:

This scheme is applicable to Managerial level & above at the sole discretion of the management. The car to be provided by the company could be company's own car.

4.11. DRIVER:

The facility of driver shall be provided by the company.

4.12. GENERAL RULES:

1. The entitled employee will submit his application to the Head of HR & Admin as the case may be who will verify his entitlement and forward the same to Director as the case may be. On approval, original copy will go to the Accounts Dept. and Xerox shall be placed in the personal file of the individual.
2. All miscellaneous cost like registration, insurance, fitness fee, yearly AIT, tax token will be borne by the company.
3. The running expenses of the vehicle shall be claimed on monthly basis. It includes expenses incurred on fuel, repairs & maintenance, toll tax and parking charges etc. The replacement of tyres shall be allowed only after every 45,000 kms/ 3 years. The replacement of battery shall be allowed for 1 year.
4. A logbook will have to be maintained in the car for claiming running expenses.
5. The reimbursement of toll tax and parking charges etc. shall not be allowed in Case of personal use of the vehicle.
6. The running & repair charges shall be payable once in a month on production of required bills and Xerox of the logbook. Further, advance for repair shall be allowed on request of individual.

4.13. EMPLOYEE LOAN POLICY

As a benefit to its employees, Bay Agro Industries Ltd. decided to implement Employee Loan Policy under which employees are provided with funds at a preferential interest rate.

Basically there are three categories of staff loan:

- Personal Loan
- Vehicle Loan
- Emergency Loan

4.14. GENERAL TERMS:

1. Minimum service tenure of an applicant for loan should be **2 years** at the date of loan application.
2. No loan shall be given without financial cost. Loans will bear an interest rate of **12%** shall be imposed with the loan amount.
3. One **guarantee cheque (blank)** and one confirmation cheque amounting Tk. 1000/2000 shall be deposited by applicant.
4. Proceeding cost i.e. stamp & legal fees etc. to be borne by the applicant. It is the responsibility of the employee to provide proof/supporting documentation to substantiate the loan application.

5. One personal guarantor shall give a confirmation letter in favor of the borrower. The personal guarantor will be from employees' **Close family member** i.e. employee's spouse, parents, child, sibling, grandparent, or grandchild, including in-laws in the relationships just listed. The borrower shall provide all necessary papers of the guarantor i.e. NID Copy, 2 photographs, application etc.
6. Maximum loan granted shall not exceed Tk. lac and maximum loan repayment period is of months.
7. An employee may not obtain a loan if an unpaid balance remains on existing dues with accounts section.
8. A loan agreement will be drawn up and the interest rate and repayment terms will be stipulated. Repayments are to be deducted in accordance with the loan agreement from the employees' monthly salaries.
9. All loan agreements and supporting documentation will be filed on the employee's personal file.
10. If any borrower employee expects to resign from his job in between the loan period then s/he must repay all dues before submission of resignation letter.
11. If any borrower employee will be terminated by the company in between the loan period the dues will be collect through deduction in salary and encashment of security cheque.
12. All loan documents will be signed by **Authorized Signatory for the Company** like Head of Human Resources, DGM (Accounts & Finance) and Legal Officer for and on behalf of the Company wherever so required.
13. **Approval Process:** All loan applications should be forwarded by the respective Supervisors and duly recommended by Head of Human Resources. All staff loans shall be approved by the Director/Managing Director.
14. **Recalling of Loan:** Any violation of the terms and conditions laid down in this policy or misrepresentation of facts or documents would render any loan immediately repayable in full along with interest thereon. An employee would thus be required to fully repay his/her loan within one month, failing which the Company would take appropriate steps to enforce the security or other suitable steps as it deems fit to recover the loan.

Employees who leave the Company are required to settle all loans prior to their separation or at the latest within one month from the date of separation, after which date commercial rate of interest as decided by the Company will apply and the Company will commence recovery proceedings.

4.15. Motor cycle given policy

Vehicle loan policy is given to the employees for the purchase of a new / re-conditioned Motorcycle for official use/ personal use, and secures the loan against that vehicle.

Details of the systems are as follows:

1. Employees from junior executive to executive level are entitled to take loan for motor cycle.
2. At least three (3) completed years of service with the company.
3. The Vehicle Loan amount along with all other loan amounts should be within the total entitlement of the employee.
4. As motorcycle will be used for company purpose therefore, 25% of the total price will be deducted from the actual price.
5. Imposed price shall be paid through 84 monthly installments within 7 years.
6. The ownership of the vehicle or hypothecate with the company for the loan tenure. On adjustment of the full outstanding the company will vacate the hypothecation and vehicle will be free from any encumbrance.

4.16. Ownership change conditions:

1. Changes of ownership of the vehicle from company to employee subject to the maximum of 3 (three) years employment of an employee. Otherwise employee shall not get back the deposited monthly installment or ownership entity from the company.
2. Changes of ownership of the vehicle from company name to employee name through payment of rest of the amount or return of the monthly installment is possible while any employee is leaving the company or terminated by the company subject to at least 4 (four) years of job tenure is completed.
3. Fuel cost will be paid by company as per system. Supporting bill/ memo should be submitted to accounts department after checking through HR & Admin department.
4. For maintenance and repair purpose, BDT. 500 (five hundred) is allotted per month. Supporting papers must be enclosed while receiving money.
5. Company shall not bear any liabilities for any fault found in driving license, breaching of traffic rules or accident on the road related matters. Rider himself should bear the fine.
6. No other person can use the vehicle without the approval from company.
7. The registration cost of the vehicle will be adjusted with vehicle price and insurance premium shall be borne by the employee.

8. If vehicle requires any massive repair costs or maintenance cost, then written approval is needed from honorable Director.
9. There MUST be a deed agreement in the stamp paper between company and employee as per the law and regulations.

4.17. Penalty:

The car cannot be used for any other business/rental /other objectionable purpose. Time to time officer from Human Resources Division will inspect the car. If any anomaly found management may withhold maintenance allowance (if any) or any other punishment depending on the gravity of the case.

Section E: 5.0.

EMPLOYEE TRANSACTION

5.0. Employee Transaction

There have been changes in jobs and employee status in the Bay Agro Industries Ltd.. Employees move from job to job, place to place, both horizontally and vertically. Bay Agro Ind. Ltd. policy is to give maximum efforts for making the transition process easy and fair. Human Resources Division in consultation with the authority takes necessary measures in relating to employee transition.

5.1 Appointment

Appointment to all positions are made either by direct recruitment or by internal promotion based on performance and competency of the individual. The Managing Director or his designate based on the recommendation of the appropriate Selection Team will approve all appointments.

Subject to professional requirement and other personal characteristics that are relevant to the job, all appointments will be made regardless of race, religion, gender and political opinion.

A person selected for appointment in the service of the Company shall not be less than 18 years of age. Date mentioned in the SSC or equivalent certificate shall be admitted as proof of age or a doctor's certificate shall suffice such purpose & submission of NID is must to verification of the Nationality.

Every person joining any position shall be given a Job Reference Document prepared by HR dept. in consultation with the line manager.

During the appointment the respective interview board has the authority to decide the potential employees salary, in any case, Pay slip must be produced by the candidate from his/her immediate previous organization.

5.2 Probation Period & Confirmation of Management Staff

The period of probation will be three or six months in all cases. Probation period can be extended (not exceeding six months) upon recommendation of the reporting Manager and approved by the dept. Head and HR, if expected standards were not met.

During the probation period the new recruit's suitability for the job will be appraised. This period also provides the new employees the opportunity to discover whether the job is suitable for him/her. The probation period may be extended if the Company is of the opinion that additional training or time is required to review the performance of the new recruit.

While under probation, the employees or the company may terminate the contract without notice. In the event of such separation, the employee is entitled only to his/her salary earned up to the date of termination.

5.3 Promotion

The aims of promotion policy of BAIL are to obtain the best available resources within the company and to provide the employee with the opportunity to advance their career within the company. It is expected that a promotion to new position with higher responsibility, higher pay and status will boost employee morale and promote job satisfaction.

All promotions shall be on the basis of performance, merit and capability of the individual to assume the position and subject to availability of vacancies. No employee shall have a claim to be promoted to any particular post or grade by virtue of seniority.

All promotions have to be reviewed and approved by the Board of Director or their designate.

During Annual Performance Appraisal immediate supervisor will recommend for the promotion, which will be reviewed and agreed by the Divisional Head.

5.4 Transfer

Depending on the Company's need and availability of an internal position an employee can be transferred:

- From one department to another within the factory
- From one unit to another unit
- From the present place of posting to a different location.

5.5. Resignation

If a permanent employee tenders resignation from his/her service, he/she shall give one month prior notice according to his/her letter of appointment. In case of any failure in this respect on the part of the resigning employee, management reserves the right to deduct proportionate salary in lieu of notice from the final dues of the employee.

Necessary clearance/NOC (No objection certificate) to be taken from appropriate departments/units by the employee to obtain release letter.

5.6. Termination

Termination is a serious course of action that should be considered only when it is clear that less drastic action will not serve the purpose. It is the discretion of the Management to decide which course of action will warrant termination.

However, the services of an employee may be terminated by the management at any time without assigning any reason whatsoever by serving one hundred twenty days' prior notice in writing or on payment of one hundred twenty days basic pay in lieu thereof.

The probationer will be terminated without any notice or pay in lieu thereof.

Termination of employee must be approved by the Director or his designate.

Human Resources Division will issue the Termination Letters to the employee.

5.7 Separation and Exit Procedure

If an employee decides to leave, he/she will have to provide notice as per the terms of employment.

Failure to submit required notice to the Company will result pro-rata deduction of basic salary.

Resignation from employee's part should be submitted to respective line manager/supervisor to be approved by Divisional / Departmental Head or unit head (for workers). Upon receiving Unit Head / Divisional / Departmental Head's acceptance, the employee will be issued written confirmation from HR on the separation of services.

Supervisor must investigate and report to HR if any outstanding lies with the associate before processing final payments and formal release.

Upon receiving clearance from Finance and other divisions/departments HR will process the final payment and formal release letter.

All separated employees will be eligible for an employment certificate describing the tenure of services and the main duties he/she was responsible for.

The employee gets usual service benefits and unpaid salary, if any, as per Company policy at the time of leaving the Company

SECTION F : 6.0

OFFICE HOUR & LEAVE POLICY

Normal working hours of Bay Agro Ind. Ltd. will be from 9:00 a.m. to 6:00 p.m. with 45 minutes break for lunch (1:00 p.m. to 1:45 p.m.) from Saturday to Thursday.

The office timing of following staffs such Driver, Peon, Office Asst., Cleaner etc. will be from 8:30 a.m. to 6:30 p.m. with 45 minutes break for lunch which should be taken at their own convenience. These working hours may be adjusted during the period of Ramadan and at other times due to unusual events as decided by management.

6.1 Holidays

Bay Agro Ind. Ltd. observes festival holidays in a calendar year. And also follows the government holidays as per government calendar.

This list is finalized upon discussion with the Management Team. Few govt. holidays like Janmashtami, Buddha purnima, Durga puja etc. usually adjust along with the biggest festive holidays like Eid festive thus maximum employee can enjoy a standard vacation. No additional leave is allowed along with festive leave. **Ref: Office Order/22/03/07**

In the units, employees can enjoy one Eid holidays of a year for 6 days maximum as per the notice.

6.2. Casual Leave

Every employee shall be entitled to avail 10 days casual leave per calendar year.

a. Casual leave can be taken for attending examination, sickness of dependants, personal

Business etc.

b. The unutilized leave of a year will not be carried over.

c. Casual leave cannot be combined with any other leave unless the Management approves it.

d. In case an employee remains absent for minimum three hours of a day, without prior approval, will be considered as one-day casual leave.

e. Normally prior approval to be taken for availing casual leaves. However, if any employee fails to attend the office for emergency cause, that is to be intimated to the office.

f. No annual leave may be taken during the probation/immersion period.

6.3. Earned/Alternative Leave

Normally, staff must take leave during the year in which it is earned. If a staff cannot be released, they may not carry forward of the leave. Alternative leave can be enjoy on other days after getting approval from authority.

A leave plan of an employee is to be jointly prepared by the employee and his/her immediate supervisor within January of each year. BAIL would maintain such plan by project, department and also for permanent staff. However, such plan can be amended for any unavoidable circumstances upon mutual agreement between supervisor and supervisee.

Privilege leave must be enjoyed within the year. Unused leave will lapse if not taken during the year. There will be no accumulation/carryover of unused leave to the following year or encashment.

6.4. Sick Leave

Every employee shall be entitled to avail 14 days sick leave per calendar year.

a. Sick leave is granted on the certificate of a medical doctor/medical practitioner. An employee who becomes sick at home must inform the supervisor/administration as soon as possible.

b. If an employee becomes sick during an annual leave period, it may be turned into sick leave on the certificate of an approved medical doctor and of course need to get approval from the concern management.

6.5. Leave Procedures

Leave account of an employee shall be maintained in such Leave Record/ Register as may be approved by the Competent Authority. BAIL developed a personnel management information system (PMIS), which is expected to manage leave accounts of every individual employee by HR & Admin department.

Leave account of an employee shall be maintained by such an officer as may be determined by the Competent Authority;

Each and every technician, operator, supervisor, electrician, driver, attendant, security guard and other personnel of Breeder Farm/Hatchery/Feed mill shall be entitled to avail total 56 (fifty six) days leave; maximum 7(seven) days leave may avail when the employees will work minimum for 3 months without any break, yearly 28 days.

6.6. Leave Procedure

Leave Approval Process

Leave approving authority lies with the immediate supervisor in BAIL. However, the Chairman of the BOD will approve leave of the Director and the Director will approve leave of the General Manager, DGM and AGM level.

Employees must fill up the leave form and submit to the HR & Admin authority for getting approval before minimum 3 (three) days leave. Without obtaining prior approval from the competent authority an employee shall not remain absent himself from duty. No approval over the Telephone is allowed. There MUST be the signature of concern person who will take the responsibilities of applicant. While leave application from Jr. Executive level to above submitted through the mail there should be Board of Director specially Honorable Director in CARBON COPY (CC) (Ref : 14/002)

No employee shall overstay against his sanctioned leave, without obtaining additional leave from competent authority. Employee who overstays without obtaining prior permission thereof shall not get salary for the period of such overstay unless post fact to sanction is obtained.

6.7. Gate Pass (For units):

For maintain the security issue at every unit as Feed Mill, Breeder Farm and Hatchery there are strictly maintenance of rules and regulation like Bio Security system and Gate pass regarding entrance and exit. (Ref: BAIL/14/057)

1. Every employee/workers should collect Gate pass approved by Unit In Charge when exit from unit premises.

2. In Charge should inform higher authority and write down the reason and duration in to movement registrar keeping in Admin office when exit from the unit premises.

3. Supervisors may avail 2 days/week and workers may avail 1 day/week maximum. Duration shall not be more than 2 hours. If anyone exceeds the time written in Gate pass, then punitive measure will be taken against him.

4. More than 2 hours will be considered as short leave which can be avail after getting approval. 2 Short leave in a month will be equivalent to one day Casual Leave.

5. Gate Pass shall be issued from 9 A.M to 5 P.M.

6. Nobody is allowed to move outside from the premises, if emergence case h/she has to get permission from the unit In charge.

Employees joining or leaving the company during the year, leave entitlement for that year will be calculated on pro-rata basis.

Any public/weekly holiday falling within the leave period will be considered as leave and will be included in the leave granted.

Any public/weekly holiday falling beyond the leave period will be prefixed or suffixed to the leave and shall not be included in the leave.

The management reserves the right to re-schedule leave, grant leave for shorter period than applied for, revoke leave and re-call the employee considering the necessity for the business.

6.8. Leave without Pay

The Company may grant an employee leave without pay on following occasions:

- Employee exhausted entitled annual leave but applied for additional leave due to unavoidable personal affairs.
- Absence without duly approved leave.

The deduction of pay will be based on Basic salary affected on following month's salary.

6.9. Public Strike/Unrest

Bay Agro Ind. Ltd. Offices will remain open on a Hartal Day. Frequent Hartals have the potential to seriously disrupt the work that the organization does and erode our capacity to deliver benefits to the customer as well as for the country. However, proper security measures will be taken for the staff and office itself to avoid any unexpected incidents.

6.10. Identity Card & Attendance

All employees will be issued with an Identity Card within 7 (seven) days after joining. The card will remain valid during the employment period. Necessary changes may be made as and when required. An employee must surrender the card while leaving the company. Loss of Identity Card by an employee must be reported to the nearest Police Station for a general diary and then inform HR. Replacement cost will be charged to the employee in order for obtaining a new Identity card. All employees must swipe the attendance code on the ID card in the Swipe machine for attendance record and for entrance at the workplace or exit from the office.

Section G: 7.0.

TRAVEL POLICY

7.0. Travel Policy

The policy guidelines have been laid down with the expectation that employees will ensure that the expenses claimed and sanctioned are reasonable. All claims for reimbursements must be made on the basis of reasonable expenses actually incurred towards boarding, lodging, conveyance and miscellaneous expenses. The employees are expected to preserve their bus/railway/air tickets and other bills so as to claim the reimbursement.

7.1. Domestic Travel Policy

This policy is applicable to all employees of group including employees appointed on contract or part time basis, except to the extent that these are expressly made applicable to any of them by the terms of their employment. These guidelines will apply to all sections, for the employee travel within Bangladesh.

1. Employees regardless of their rank and position will submit tentative tour program to the respective line manager for approval.

2. Employees as classified below will be entitled to mode of transportation as under with relevant voucher for claiming this expenses:

General Manager & Above	Company provided vehicle, Aero plane, First class/ Deluxe Air-conditioned fare for Train, Steamer, Bus
Manager – AGM	Company provided vehicle, First class/Deluxe Air-conditioned fare for Train, Steamer, Bus, CNG auto, Taxicab etc. In case of emergency Manager can avail Airplane with prior approval from the head of the SBU.
Sr. Executive- Regional Manager/ Asst. Manager/Deputy Manager	First class/ Air-conditioned fare for Train, Steamer, Bus
Officer- Executive	Shovon or economy class fare of Train, Steamer or Non AC bus, Rickshaw, Van, CNG auto may use if needed as per approval from

3. Supporting tickets/vouchers/receipts should be enclosed with the bill.

4. If an employee uses company vehicle then no TA will be approved. If his/her own vehicle to travel s/he can reimburse for fuel & reasonable expense for driver lodging & food.

5. If it is official purpose then concerned unit management will manage their meal system. No food bill shall be approved. Daily allowances will be given by the company for covering food & board expenses of the employee touring in places other than their own residing metropolitan city areas and adjacent places.

6. Maximum lodge & board daily allowances per category of employee will be as under:

Group	Lodge & Board (Outstation)	Daily allowances		
		Head Quarter	Ex-head Quarter	Outstation
General Manager & Above	At Actual	Nil	Nil	Nil
Manager.- A.G.M	Tk. 1000	Tk. 1000	Tk. 300	Tk. 700
Sr. Executive- Regional Manager/Asst. Manager/Deputy Manager	Tk.400	Tk. 200	Tk. 200	Tk.450
Officer - Sr. Executive	Tk.....	Tk. 150	Tk. 150	Tk. 350
Non-Management	Tk	Tk.....	Tk.....	Tk.....

*** Head Quarter means base station (living places) like Dhaka, Chittagong, Bogra, Jessore etc. Ex-head Quarter means the work places other than Base station from where the employees back to the base station at the end of the day. Outstation means the work places other than base station where the employees need to stay at night.

- Supporting voucher required for claiming for lodging and boarding expenses.
- Lodge and board mean staying in hotel, motel or guesthouse etc.
- Daily allowances for the day of return travel to original destination cover food and miscellaneous expenses.

7. All employees will get allowances for internal conveyance like residence to the Railway station or halting place to work place and the like. However, the touring person should provide details of his or her movements, mode of transport used and expense incurred along with his or her tour bills.

8. Reasonable expenses for the Entertainment (such as Lunch, Dinner etc.) of different external officials/customers visited for business purpose may be allowed on submission of supporting papers for such expenses along with tour bills and specifically approved by HOD.

9. Advance payment of the estimated expenses may be made to the employee who will submit approved tentative tour program along with estimated expenses for the tour on the basis of daily allowance. Advanced payments not settled within 7 (seven) days after return will be subject to automatic deduction from his or her monthly salary.

10. Accounts/payments within seven working days at the end of his or her tour/travel.

11. A detail tour report & the final account relating to the tour will be submitted to the concerned Director for approval through his/her Departmental Head within 7 working days of return.

12. After posting in field area away from work Station, employees will avail Hotel bill maximum for 9(nine) days. By this period he/she has to manage a house rent.

SECTION H: 8.0

PERFORMANCE MANAGEMENT

8.0 Performance Management System

Performance Appraisal is a process of communication between the person who assigns the work and the person who performs it in terms expectations set at the beginning of a performance year. Employee's performance throughout the year or in specified period should be evaluated in a fair and systematic manner.

Performance Planning is an important step to engage and enable employees to deliver their contribution to business success. Equally as important to identify and realize personal opportunities for development.

Performance appraisal lets employee know what and how well they are performing and what level of efforts and task directions are needed in future for self-development as well as for Company effectiveness.

Bay Agro Ind. Ltd. values “Pay for Performance” approach, which makes it critical to have a sound process for measuring performance. The tools included in:

- Performance Planning
- Setting Objectives
- Ongoing Feedback
- Mid-term Review
- Annual Performance Appraisal

Board will decide the salary raise of the performance of individual based on his/her achievement over the set objectives

8.1 Performance Planning

Performance plan is a clearly defined plan of action, which are mutually discussed and agreed upon by the supervisor and the supervisees at the beginning of the performance year. The discussion on the expectations and mutual goal setting is an important component of the performance planning process. The performance planning actually begins at the start of the performance period. Expectations must be discussed between supervisors and employees to achieve a clear understanding of Key Result Areas (KRA) of performance.

During the end of the performance year, supervisors and supervisees will discuss and record their expectations for the coming year.

8.2 Setting Objectives

Setting Objectives is a planning tool used to define specific, flexible time-bound objectives that are currently performed by an individual. It also defines indicators that will be used to measure achievement within a specified timeframe. The objectives are one of the key elements of performance planning and progress will be evaluated in the mid-year performance review and annual appraisal process.

Objectives should be set for the coming year during annual performance appraisal process. The objectives can be revised or changed with the mutual understanding of the line manager and supervisee.

In general, an employee will have three to five objectives. It is better to plan a few objectives and accomplish them well. It may be based on priority (project) objectives, new initiatives or personal development objectives.

Priority Objectives are directly related to the Annual Operational Plan of the organization, functions or divisions, where identifying appropriate activities can make significant contributions.

New Initiatives are related to the problems or opportunities of the department or functions, where something innovative can be done to achieve the objectives.

Personal development objectives are related to the development need of the staff.

8.3 Ongoing Feedback

Once the performance planning is done, a Manager's concern must shift to monitor and guide staff performance. The supervisor must review the performance of the employee and provide feedback through **Consistent Supervision, Coaching, mentoring and Quarterly Discussion** with the supervisee, throughout the performance period. Without review discussions and ongoing performance feedback, an employee's performance cannot be improved.

Consistent Supervision: By consistent supervision, Managers observe subordinate's performance and evaluate how they do their jobs, how do they interact with others.

Managers in terms of quantity always observe employee's work accomplishments; quality and timeliness and thus they try to identify patterns of behaviors, problems, and to provide solutions for optimum output.

Coaching and Mentoring: These are two important and specific approaches to be used by a Manager as part of staff supervision. Coaching means active measures taken by a Manager to assist in the skill development of an employee. It helps individual to develop plans and build capacity to implement the plans. On the other hand, mentoring is a role model and is more facilitative in nature. A mentor uses his or her own experiences to guide an employee. Mentoring includes setting good examples of appropriate behavior by a Manager to encourage and motivate subordinates.

Regular Review Discussions: The review discussions are formal, scheduled interactions between supervisors and supervisees to discuss achievements to date, revisit KRAs, clarify problems encountered and decide actions to be taken. It should be a two-way dialogue to clarify mutual expectations. There is no standard time table for scheduling of such review discussions within a performance year rather it will apply whenever deemed necessary. However, as an ideal case, both supervisor and supervisee should sit together once in every quarter. It may be once or more in a month in case an employee faces serious performance problems. The Manager or the employee may initiate the periodic review discussion, however, Managers are held accountable for such meet.

8.4 Mid-term Review

Mid-term appraisal is a discussion between the supervisor and the supervisee at mid-year, regarding the performance of past six months. Mid-term performance reviews are required for all employees.

Mid-term review should be held at mid-year. Ideally the mid-term review will be completed by mid-June. In any event, all mid-term reviews should be finished by the end of July at the latest.

This review is a personal discussion between supervisor and supervisee, and should therefore be carried out in a relaxed and informal manner.

Mid-term review should be documented in due manner in the appraisal format.

8.5 Annual Performance Appraisal

The Annual Performance Appraisal covers 12-month cycles consistent with Bay Agro Ind. Ltd.'s financial year (1 January through 31 December).

The Annual Performance Appraisal serves as the basis for the individual performance bonus. Employees who have completed 6 months of job are eligible for the Appraisal.

The Appraisal is an essential tool for employee development. Employees should clearly understand areas where they excel and areas, which need to be improved. Supervisors also should clearly describe the support they may offer to help employees strengthen their performance.

8.6 Performance Appraisal & Development Plan Form Overview

Performance Plan (Key Result Areas)

A well-written Key Result Area (KRA) clearly defines expected results and will conform to as many of the following criteria as possible.

KSA (knowledge, skill and ability)
1. Knowledge of Job: The demonstrated understanding of job and work assignments.
2. Planning: Plans, organizes, and completes tasks in the most efficient manner.
3. Quality of Work / Accuracy: The ability to produce work that is comprehensive in scope, complete in detail, and accurate in content.
4. Adaptability / Flexibility: The ability to successfully alter activities to cope with demands of new situations. The ability to listen attentively and openly to the ideas, problems, and suggestions of others in order to support departmental goals.
5. Judgment: The ability to distinguish the significant from the less significant; arrives at sound conclusions; makes appropriate choices.
6. Communication: The ability to effectively present information orally and in writing.
7. Interpersonal Relationships: The extent to which the staff member works harmoniously and effectively with others.
8. Initiative: The staff member's resourcefulness, self-reliance, willingness to accept, and ability to carry out responsibility.
9. Leadership: The ability to guide, develop, and motivate others.
10. Problem Solving: Understands factors and develops sound, prompt, and practical solutions to problems and disputes.

Employee will use these criteria to ensure that they know what they want to do, by when and at what level of quality. They should also determine what to do in order to exceed their Manager's expectations.

All KRAs are not equally important or critical to the business. That is why, weight system is introduced here. Total weight is 100 for all the KRAs. Employee and Manager will jointly distribute the weight against each KRAs based on their importance. High weight will be given to those that directly align with business priorities and cascade down from the business head.

Employee will identify tasks against each KRA and mentioned in the appropriate column in the performance plan.

This part will be initiated by the employee and completed with consultation of the respective supervisor by January and submitted a copy to Human Resources Division by 1st week of February.

Competencies/Skills Measurement

In this part, supervisor will rate the employee's competencies level based on specific factors as follows:

Performance ratings: A+ (95-100), A (80-94), B (60-79), C (40-59), C- (20-39)

8.8 Percentage of staff in the Different Performance Category

The performance percentage category is as follows unless there is further review by the Management and subject to approval by the board.

Maximum points will be considered as outstanding performer and may be eligible to receive a good percentage of bonuses based on the last year performance.

Minimum points will be considered as poor performer but an average bonuses will be eligible to him which may make him/her to be more efficient in next year to get highest.

Note: Above will be decided by the board based on the individual performance in line with his/her KPI achievement.

SECTION I: 9.0

C

9.0. Disciplinary Action

Disciplinary is action taken against an employee who has violated a Company rule or whose performance has deteriorated to the point where corrective action is needed. The Company has clearly defined rules of conduct in the Company. These rules are expected to protect individual's rights as well as those of the groups.

It is the responsibility of all employees to maintain rule and regulations of the Company. However, the line Managers should educate their employees and motivate them to maintain orderliness within the Company.

9.1. Objectives of Discipline

- Ensure a congenial atmosphere in the Company.
- Punish the wrong doers.
- Develop respect for human beings and human relations to create favorable atmosphere.
- Create feeling of tolerance and mutual cooperation among individuals.

9.2. Causes of Disciplinary Actions

Generally disciplinary actions in are taken for two reasons:

Conduct/poor job performances that have significant adverse effects on an employee's work. Absenteeism, insubordination, and negligence are examples that can lead to discipline.

Misconduct /actions that indicate poor citizenship. Examples include fraud, theft or dishonesty in connection with Company business or property.

9.3. Approaches to Disciplinary Actions

Bay Agro Industries Ltd. follows two possible approaches in connection with disciplining the employees. They are:

- Progressive discipline.
- Positive discipline.

9.4. 1. Progressive Discipline

Progressive discipline starts from minor actions to severe actions depending on the nature of offenses. This usually begins from warning steps, followed by a show cause, and as the undesirable behavior persist subsequent punishment severity increases.

There are series of Management interventions under this approach. The interventions give an employee the opportunities and time to correct undesirable behavior before being separated immediately.

A progressive discipline system has 5 steps. If the offense is minor, it may start from the first step. If the offense is serious in nature then such misconduct can result in the elimination of several steps and sometimes even begin at the last step that is immediate separation. Examples of misconduct are: disorderly behavior, falsifying employment records.

Progressive discipline procedures have the following steps:

- Verbal warning.
- Formal Show cause letter
- Written warning Letter
- Suspension.
- Immediate separation/Termination.

9.4.2. Positive Discipline

Positive approach can be viewed as a constructive activity. This is designed to encourage the employee to act in a positive manner on the job. The objectives of such disciplining are two-fold:

- Retain valuable employee in the Company.
- Change the employee's behavior in the future.

To have effective positive discipline a Manager's understanding, patience, and counseling skills are now required, if he/she is going to be a successful endeavor. By changing employees' behavior both the employee and the Company will be benefited.

Positive approach facilitates development of willing adherence to rules and regulations. Employee adheres because they have understanding, belief and support. Positive discipline takes the form of positive support, reinforcement of improved behavior, and in needed, punishment may be applied for improper behavior.

Positive discipline is a procedure that encourages employees to monitor their own behaviors and assume responsibility for the consequences of their actions.

Which approach will be followed in a particular case depends on the situation, degree of misconduct and in such case Management decision is the final.

9.4.3. Principles of Disciplinary Actions

The following principles will be taken into consideration while undertaking disciplinary action:

A fair hearing when people have been accused of rule violation-when someone has been accused of having violated an existing rule and regulation, he/she wants an opportunity to have his/her side heard and to be given fair consideration.

Disciplinary action will be taken in private.

- Disciplinary action will be applied by the immediate supervisor.

Promptness is important in taking of disciplinary action-If punishment is delayed too long, the relationship between the penalty and the offensive act becomes hazy. The penalty not only loses its positive effect on behavior but also seems to stimulate greater resentment.

- Consistency in the administration of disciplinary action is highly essential.

An immediate supervisor will not be disciplined in the presence of his/her own subordinate.

After the disciplinary action has been taken, the Manager should attempt to assume a normal attitude towards the employee.

9.5. Misconduct

Any conduct that is deemed to be inconsistent or incompatible would constitute an act of misconduct.

Misconduct may be of minor or major types. Which type of misconduct merits what type of disciplinary action rests on the discretion of the Management.

The following acts and omissions are treated as misconduct, as per section 23 (4) of Bangladesh Labor Law 2006:

- Willful insubordination or disobedience.
- Theft, fraud, dishonesty in connection with the Company's business or property.
- Taking or giving bribes or any illegal gratification in connection with his/her employment under the Company.
- Habitual absence without leave or absence without leave for more than ten days.
- Habitual late attendance.
- Habitual breach of any government law or rule or regulations or of the Company.
- Riotous or disorderly behavior in the Company offices.
- Habitual negligence or neglect of work.
- Falsifying, tampering with, damaging or causing loss of Company's official records.

9.6. Disciplinary Actions Procedures

According to Section 24 of Bangladesh Labor Law 2006, no order for discharge or dismissal of an employee shall be made unless:

- The allegation against him/her is recorded in writing.
- He/she is given a copy thereof and not less than 7 days' time to explain.
- He/she is given personal hearing if such a prayer is made and.
- The employer or the Manager approves of such order.

An employee charged for misconduct may be suspended pending inquiry into the charges against him/her and unless the matter is pending before the Court, the period of such suspension shall not exceed sixty days.

There are **seven sequential stages** that are required to explain the above-mentioned **four criteria**:

9.6.1. Issuance of Charge Sheet/Show Cause

Once a written allegation against an employee stating the offense is received, the authority reviews the merit of the offence and issues a charge sheet, which is also known as show cause notice, to the alleged employee.

The charge sheet must be issued by a person who has the punishing authority (Line Manager, organization Head/HR) in which the following aspects must be present-

- Specific date, time, and place of the incident.
- Necessary particulars of the misconduct.
- Quoting of the relevant section of the Act.
- The accused is asked why disciplinary action will not be taken against him/her and he/she is given a minimum of 3 days' time to explain/respond
- Mentioning that action will be taken ex-parte if the accused does not respond.

9.6.2. Consideration of the Explanation

The accused employee may or may not submit his/her explanation. If he/she submits but does not admit the guilt, the matter has to be investigated. If he/she does not submit his explanation, this has to be investigated. If he/she admits his guilt, and asked for mercy, Management may take minor actions like warning, suspension, etc. against him/her without inquiry. However, formal inquiry is advisable when any of the situations arises:

- The accused admits the offense (because accused may admit the offense under pressure. The Court may ask the Company to justify allegation. Also others may be involved).
- The accused does not explain/respond.
- The Company is not satisfied with the explanation given in response to the show cause notice.

9.6.3. Notice

This notice must be issued to the accused to enable him/her to defend his/her case adequately, which may be issued by the Management/HR at least one week in advance. The notice of inquiry must specify:

- Date, time, place of inquiry.
- The name(s) of the inquiry officer(s)/committee/board members.
- Indication that in absence of the accused in the proceedings, decision will be made ex-parte.
- Asking to bring any witness in support of his side.

9.6.4. Actual Holding

This is the most important step of the disciplinary action. The purpose will be-

- To punish the right person.
- Give the accused an opportunity to defend.
- To follow the principles of natural justice.
- To reveal others involved in an offense.
- To allow and satisfy legal requirements.

9.6.5. The Roles of the Members are:

- To investigate a complaint or charge.
- To gather facts as much as possible.
- To verify facts and to ensure that they are facts not rumors.
- To determine who are the material witnesses for the Company Management.
- To obtain statements from the witnesses of the accused and to check the validity of any facts that may arise.
- To study the scene of the incident, if necessary.
- Should be through in his/her work without being offensive.
- Avoid bias in the investigation.

Ideally, the investigation should be completed within one official workday, however, for exceptional situation it may be held for more than one day.

9.6.6. Proceedings

The inquiry officer reads out the charges against the accused and explains the charges and asks the accused whether he understands the allegation. In case the accused admits the guilt, no need to question the witnesses, but if he/she does not, proceedings will begin.

The board members determine strategy of questioning before the interview begins. Questions should be specific in nature and be testified by evidence, documents as much possible. Actual proceedings largely depend on the availability of evidence.

The inquiry proceedings should be initiated in the following manner-

- Asking the both sides to produce their witnesses.
- Their statement to be recorded.
- Cross-examine and recording.
- To ensure signature and date in all pages of the proceeding by the witness, cross-examinees, board members, and the accused.

9.6.7. Submission of Reports

On completion of the inquiry, the inquiry officers have to submit a written report to the Management with their findings. Every finding has to be supported by reasoning. The inquiry officers are engaged in a fact-finding mission only. The report will be filing in particular files kept in HR & Admin department and Legal department as per rules. The board shall not recommend rather will conclude whether the accused is guilty of the charges or not, whether the allegation is proved or not proved or partially proved or not.

9.6.8. Communication about the Decision

The Management may agree or differ either wholly or partially with the report. The Management at this stage informs the accused about the decision in writing. If the accused is found guilty, he/she may be dismissed, discharged, suspended or given less severe punishment upon approval of Managing Director or his designate/Management. If he/she is not found guilty, he/she will be exonerated from the charges.

For the sake of equity and justice, it is desirable that the board should be open minded, without bias, and should treat all parties equally and courteously and come to a decision in an objective manner supported by evidence on record.

9.7. Warning

Warning is used as a measure of progressive discipline in the first instance or instances of minor offenses. This may be informal or formal. Immediate supervisor usually gives such warning.

9.7.1. Verbal warning

When an employee's performance or conduct is below the acceptable standards of performance or conduct, the supervisor shall analyze the seriousness or merit of the misconduct. If the misconduct is minor and it is the employee's first offence, then a verbal warning should be given.

The employee concerned will be called by head of the department in presence of supervisor, and will be given an opportunity to explain the written details of the complaint. If the explanation is seemed to be acceptable no action should be taken.

However, if explanation is not accepted, then the employee will be warned verbally informing him/her about the improvements targets in connection with standard performance, conduct and the timeframe within which the employee must improve significantly. The discussion points will be noted down and be kept in file for certain period. If the offense of similar nature repeats then such note will be useful.

If the employee is not satisfied with the verbal warning, he/she may appeal against the disciplinary action taken according to grievance handling procedures of this Manual.

9.7.2. Written warning

A formal written warning must be issued under the following circumstances:

- The situation does not improve.
- The employee repeats instances of minor offenses within short times following verbal warning.
- The employee makes serious offenses in the first time.

It is the policy of Bay Agro Industries Ltd. to give accused employee of being heard or explains his/her side. Before taking warning decision, the written details of the complaint will be informed to the employee and he/she will be asked to explain his/her side. If his explanation is accepted to the Management, no action will be taken, however, if explanation is unsatisfactory, the Head of the department will issue first warning letter to the employee.

The warning letter will indicate the exact nature of offense, the date of occurrence of the offense, concrete improvement targets within a specified time frame. Such letter will also indicate that for repetition of similar offense, serious actions will be taken against him/her.

The employee will accept a warning letter and sign, date in the space provided in the letter. A copy of the warning letter must be kept in the employee's personnel file.

In case the employee repeats the same offense, the employee will be issued no more second warning letter.

For repetition of the offense the employee will be issued suspension letter or separated from service.

9.8. Suspension

In the following situations an employee may be suspended by the Company:

Whenever a charge of misconduct is brought against an employee, depending on the severity of the alleged misconduct the accused employee may be suspended pending inquiry into the charges against him/her.

Whenever the employee is found guilty of misconduct but not dismissed in consideration of extenuating circumstances, may be suspended as a measure of punishment without any salary for a period.

The suspension order will take effect immediately on delivery to the employee.

A suspended employee cannot perform any of the official duty nor can sign any official documents. However, upon written authorization from the competent authority, a suspended employee can attend to the office and performs the duty as per instructions given.

The suspended employee, without prior approval, cannot leave his/her duty station.

During the period of suspension, the salary of suspended employee will be HELD UP. However, if he/she is proved not guilty of the charges, then he/she would have been deemed on duty and the unpaid salary will be given for the period of his/her suspension.

9.9. Grievance/Complain Procedure

If employees are concerned that company policies/principles and practices are being violated, they must point this out to their superiors. If they have good reason to assume that their superiors won't respond, then they must inform the next level supervisor.

Employees who point out deficiencies shall not suffer from retaliation for doing so. Management will do everything feasible to protect the employee. However, such protection against retaliation shall not imply immunity from legal or disciplinary consequences of acts or omissions that the employee may have otherwise committed.

Moreover, there may be occasions when an employee has grievance against the company, which cannot be resolved by discussion with the superior.

In view of that Bay Agro Industries Ltd. recognized that it is necessary to provide a process/channel through which employees may express their grievance. His/her process should not be used by employees for grievances on issues, which are a matter of general policy (i.e., compensation, working hours or other collective issues).

As per the section-33 (1) of the Bangladesh Labor Law, 2006 a worker(any worker, including a worker who has been dismissed, discharged, retrenched, laid-off or otherwise removed from employment) having a grievance can bring his grievance to the notice of the management, in writing, within 30 days of the occurrence of the cause of such grievance.

Section 33(2) - the employer shall, within 15 days of receipt of such grievance, enquire into the matter, give the worker concerned an opportunity of being heard and communicate his decision, in writing to him.

Section 33 (3)-if the employer fails to give decision under sub-section (2) or if the worker is dissatisfied with the decision, he may make a complain to the Labor Court having jurisdiction in writing, within 30 days from the last date under sub-section (2) or within 30 days from the date of the decision ,as the case may be.

Section 33(4)- The labor court shall, on receipt of a complain, hear the parties after giving notice to them and make such orders as it may deem just and proper in the circumstances of the case.

Section 33 (6)- Any person aggrieved by an order of the Labor Court may, within 30 days of the order, file an appeal to the Labor Tribunal and the decision of the Tribunal on such appeal shall be final.

Any employee who has a grievance in respect of any matter and wishes to seek redress thereof must observe the following procedures:

Any aggrieved employee should first address in writing, complaints to their immediate supervisor. If the employee is not satisfied with the response from their supervisor then the aggrieved employee should write to the next level supervisor.

If the employee is still not satisfied, he should write directly to the Head of Human Resources, giving copy to the departmental head.

The concerned employee must bring his grievance to the employer's notice within 30 days of the occurrence of the cause of such grievance , and the employer must within 15 days of receipt of such grievance, inquire into the matter and give the concerned employee on opportunity of being heard and communicate the decision in writing to the said employee.

All complaints must be in writing, signed and dated by the concerned employee(s) if they are to receive consideration.

No anonymous grievances or allegations will be considered under any circumstances. Writing, disseminating, or assisting in the spreading of anonymous allegations will result in severe disciplinary action for all employees involved.

SECTION J: 10.0.

EMPLOYEE RELATIOS & CODE OF CONDUCT

10.0 Employee Relations and Code of Conduct

The organization recognizes the interdependence between the employer and the employee and believes that each should give the other a fair treatment. To this end, the organization specifically aims to establish and administer the policies that enable the organization to develop and implement opportunities, related to recruitment, employment, promotion, remuneration benefits, transfers and training opportunities without any regard to age, sex, race, nationality, political belief and religion.

10.1. Employee Responsibility & Obligations

The responsibilities and obligations of all employees are governed by a set of norm by accepting employment with the organization; all employees pledge themselves to discharge their responsibilities and to regulate their conduct keeping in mind the interests of the organization. All employees at all times are expected to comply with the regulations of the organization. It is crucial to act ethically and honestly at all time. Business interests will not take precedence over local laws mandated by the government. No employee shall accept, hold or engage in any office or occupation, which is in conflict or incompatible with the proper discharge of his/her a duty with the Organization.

10 .2 Corporate and Management Conduct

10.2.1 Non-involvement in Politics, religious matters etc.

It is the organization's policy that an employee does not involve him/herself in politics or any contradictory religious matters in any sense whatsoever. Our main purpose is to run a profitable operation, to be good citizens and to support the Government. So the management has decided to prohibit all kinds of meeting/gathering in the name of religion like Tabligh Jamaat, Majlish, Mahfil, Gasht, and religious arguments etc. which create conflict among staff within the unit premises.

While the subjects that an employee discusses outside the organization are his/her personal business, he/she must ensure that as an employee of management of Bay Agro Industries Ltd., he/she does not inadvertently implicate it in the area of politics in any manner.

10.2.2 Business Etiquette

It is the regulation of the organization that no member shall at any time criticizes or compares the organization's competitors in a derogatory manner.

10.2.3 Corporate Reputation

An employee shall not take any action, which is likely to bring the organization into disrepute.

10.2.4 Managerial Conduct

All employees are strictly forbidden to be in debt or to accept gifts or money from a customer or a person seeking employment or any other favor with the organization. Bay Agro Ind. Ltd. opposes all sorts of bribery and corruption for obtaining or granting of any contract or business dealings of any form his includes not offering any kind of personal payment, benefit or advantage to government officials or others with decision making power or influence over any aspect of the organization's affairs.

Employees may not request or accept any kind of personal payment, benefit or other improper advantage.

Gifts or business entertainment are often parts of commercial life. However, problems arise when they compromise or appear to compromise normal commercial relationships between the organization or its staff and customers, vendors and other stakeholders. No managers will influence or be influenced by the giving of gifts.

Receipt or offer of cash gift is strictly prohibited.

10.2.5 Evidence before Public Committee

An employee shall not give evidence before a Public Committee without prior authorization from the Managing Director.

10.2.6 Assets and Funds

All employees are responsible for the proper management of all Bay Agro Industries Ltd. assets, funds or other property entrusted. Bay Agro Industries Ltd. equipment and property, including files, documents, and software, are provided for Bay Agro Industries Ltd. work and may not be removed from Bay Agro Industries Ltd. premises, or accessed, except in the regular course of business.

10.2.7 Electronic Communications and Telephone Use

The use of the computer to entertainment during your regular working hours is prohibited, and personal use of the Web should be kept to a minimum. All telephones have been installed for the purpose of conducting Bay Agro Industries Ltd. business only. Personal calls must be limited.

All of Bay Agro Industries Ltd.'s communications systems are owned by Bay Agro Industries Ltd. and provided for official business use only. Bay Agro Ind. Ltd. will monitor and disclose the contents of an employee's electronic and telephone communications when necessary or desirable for business purposes.

10.2.8 Conflicts of Interest

A conflict of interest can arise in dealings with anyone with whom Bay Agro Ind. Ltd. transacts business: customers, clients, buyers, suppliers, Organizations, insurance companies, and people in other organizations with whom we contact and make agreements.

Conflicts of interest include the following examples:

- Working for any of the groups mentioned above for personal gain.
- Engaging in part-time activity for profit or gain in any field in which Bay Agro Ind. Ltd. in engaged.

□ Borrowing from, or lending money to, individuals representing organizations with which business dealings are conducted.

10.2.9. Personal Conduct

With regard to Conflicts of Interest, Bay Agro Ind. Ltd. expects that all of its employees will conduct themselves with the pride and respect associated with their positions, their fellow employees, customers, suppliers and everyone else associated with Bay Agro Industries Ltd. in one form or another. Employees should always use good judgment and discretion in carrying out Bay Agro Ind. Ltd.'s business.

10.2.10. Confidentiality

Bay Agro Ind. Ltd. requires that a strict code of confidentiality of information be maintained. No employee will store information outside of Bay Agro Ind. Ltd. (either written or electronic form) about any matter pertaining to the conduct of Bay Agro Ind. Ltd.'s business. No information regarding Bay Agro Ind. Ltd.'s purchase prices, installation procedures or business processes shall be given to anybody without permission of the Board.

10.2.11. Patents and Copyrights

Any patent or copyright developed by an employee of Bay Agro Industries Ltd. is property of Bay Agro Industries Ltd.. Any information pertaining to such patent or copyright must remain on organization premises.

An employee sharing any internal information relating to Bay Agro Ind. Ltd. must have prior approval of the Board and Managing Director to do so.

An employee willing to use his/her own time to work on projects related to Bay Agro Ind. Ltd. or the industry Bay Agro Industries Ltd. is part of must have prior approval of management.

Any violation of these policies could lead to the immediate termination of employment.

10.2.12. Visitors in the Workplace

From time to time, you may receive personal visitors in your office or at your workstation. Please ensure that your visitor does not disturb the work of others. You are responsible for the conduct of your visitor while he or she is on Bay Agro Industries Ltd. premises BUT only in meeting room or waiting room.

10.2.13 Dress Code for Bay Agro Ind. Ltd.

All staff members should be always formally dressed during office hours in a professional manner. Everything should be clean, well pressed. Appropriate clothes are clean, formal clothes. Staff members are allowed to be relaxed the official dress code on Saturday as Casual day by maintaining the local values and culture. Hair should be clean and neat. Excess of jewelry is not accepted. Office asst. and peon should maintain the fixed office dress code.

Shoes should be in polished condition. Perfume or cologne should be used sparingly or not at all. Odors on clothes especially smell like smoke should be avoided.

In case of factory/units every worker should wear company fixed neat and clean dress thus units may keep safe from disease and maintain Bio Security.

SECTION K: 11.0.

HEALTH & SAFTY IN WORKPLACE

11.0. Health and Safety in the Workplace Policy

Bay Agro Ind. Ltd. recognizes it is primarily responsible for the safety, health and welfare of all employees, whether on Bay Agro Ind. Ltd. premises or carrying out its business elsewhere, in so far as is reasonably practicable. As this business is consists of Feed Mill, Breeder farm & Hatchery, so there is very minimum chances to happen hazardous environment issues for worker or staffs.

It is Bay Agro Ind. Ltd. policy as an employer to provide the following:

- Safe work practices, a safe work place and safe access to and exits from the work place.
- Adequate emergency plans.
- First aid facilities.
- Plant and equipment which are safe and without risk to health.
- Consultation with employees on matters of health and safety, as appropriate.
- Induction for all new employees on health and safety procedures/standards.

11.1. Designing office space

In addition to the physical dimensions of the workspace, other features should also be considered in any design, reorganization or relocation.

- Workspace privacy (for example, a well equipped dining room where staffs can have their meal)
- Providing visual privacy
- Open individual work space
- Access to natural light
- Workspace designed to facilitate interpersonal contact in meeting room.

11.2. Air-Conditioning

As far as practicable, all working areas of Bay Agro Ind. Ltd. are fitted with room air conditioners to keep the working areas cool and dust-free. The Bay Agro Ind. Ltd. is willing to continue this standard to avoid possible health hazards to the employees working in the office. If the air conditioner in an employee's room is not working properly, they are requested to inform the Administration Department immediately.

11.3. Lighting

The organization will ensure that proper lighting is provided in all work areas. If employees find that in some working areas lighting is insufficient, they are requested to inform the Administration Department immediately.

11.4. Responsibilities for Health & Safety

It is the responsibility of the Admin Managers to ensure that:

- Work areas are arranged and maintained in such a manner as to ensure the safety of staff members and visitors to the office premises.
- All machinery and equipment are safe, and that the staff required to use machinery are trained to use it safely and are not permitted to carry out any repairs unless authorized to do so.
- Staffs of units are trained / instructed in the correct method of performing the work assigned to them (including any relevant safety procedures).
- Adequate supervision is provided, so that staff work safely and do not take unnecessary risks.
- First aid facilities are available in all Offices. Office toilets are supplied with adequate toiletries.
- All accidents at work are reported and recorded in accordance with policy.
- All firefighting equipment is maintained, fire exits are kept clear.

11.5. Personal Security

Large sums of money should be transported only where no other alternative is available. Where large sums of money have to be transported by a staff member, a second person should be assigned to travel with them and/or other appropriate steps like using car or Auto should be taken to safeguard the employee.

11.6. First Aid

Head office/branch office and factory is required to have an adequately stocked and secure First Aid box. The person in charge of the office is responsible (preferably Admin Dept.) for ensuring there is a First Aid box in the office.

Minor injury accidents such as grazes, scratches, bruises or cuts may be treated by the First Aider, who may also decide if a doctor's assistance is required. The name of the First Aider(s) should be displayed clearly on the First Aid Box.

11.7. Fire

In each Bay Agro Ind. Ltd. office and/or premises the person in charge is responsible for obtaining advice (e.g. from the civil defense or local fire brigade) on the potential fire hazards associated with the premises and recommended fire precautions.

Responsible Officers are also responsible for ensuring that appropriate firefighting equipment is in place, preparing an emergency evacuation plan in the event of a fire, and training all staff in its use. All employees must:

- Familiarize them with the emergency evacuation plan, including any relevant fire exits or assembly points.

- Know the location of the fire extinguishers.
- Keep fire extinguishers free of obstructions.
- Observe 'No Smoking' signs and the smoking policy.
- Clean up combustible waste, especially at the end of the working day.
- Switch off all fans, ACs and computers at the end of the working day.
- Keep sparks, flames or excessive heat away from solvents, fuels or other combustible materials.

11.8. Accidents

- All accidents, no matter how minor, which occur in the course of duty or on Bay Agro Ind. Ltd. premises, must be recorded by the Unit Manager or whoever is designated.
- In addition, all accidents that occur in the course of duty or on Bay Agro Ind. Ltd. premises that result in the employee's absence from work for more than one working day must be reported to the HR Department on an Accident Report Form.
- All accidents must be investigated by the Branch Manager or person deputed by them, if the circumstances dictate an Accident Report Form. The form should be completed and sent immediately to the HR Department.
- Medical expenses arising from genuine accidents at work will be covered by Bay Agro Ind. Ltd.

11.9. Natural Disasters

In the event of a natural disaster or predicted disaster (e.g. cyclone, flood, earthquake) the Branch Manager or designated person must take appropriate steps to ensure as far as possible the health and safety of customers, visitors and staff on Bay Agro Ind. Ltd. premises.

11.10. No Smoking Policy

Bay Agro Ind. Ltd. is a no smoking area and environment friendly. Therefore, smoking in part of the office including toilets and corridors will lead to disciplinary action. If anyone wishes to smoke in the office, they are advised to do it outside the office building.

11.11. Health & Safety Review

A review of any part of the Health and Safety Policy may be carried out at any time at the request of the Managing Director by HR Division.

11.12. Safety for Factory Worker

Those staffs/workers who are employed in factory they need safety. For this reason those staffs or workers are related with manufacturing purpose they are requested to wear safety dress. Such as: apron, helmet, shoes, safety glasses, hand gloves etc. It is for worker safety.

SECTION L: 12.0

Security of Company's Information

12.0 Security of Company Information

As Bay Agro Industries Ltd. is one of the leading manufacturing groups in Bangladesh and it has many competitors at present market, so it needs to keep the business information secret. For this reason Bay Agro Industries Ltd. has to maintain some rules for keep their internal information safe from other competitors. Following are some rules of Bay Agro Industries Ltd. for the security of information-

1. The information cannot be generally known either by the public, or, more importantly, by competitors or industry colleagues.

2. Executives and workers of one factory should not loiter in other factory. If required such for some task then it needs to request from one Head of Operations to the other, so that his entry to such premise is documented.

3. For the safety within factory all executives and workers should wear color coded badges and must use their Bay Agro Ind. Ltd. ID card for their clear identification. Security must be severe on anyone who does not wear clear identification badge.

4. For the visiting of factory for any customer, external government or private agency, peer within or outside our Group must be approved by the respective Head of Operations. If required such individual is requested to take consultation of Deputy Managing Director of the Group If required he shall consult with the Group MD.

5. Any Board of members need to allow factory visit they will also need to inform the respective Head of Operations and also need to consult with Deputy Managing Director of the group.

6. All visitors shall be allotted an identity card (printed as 'VISITOR') or a Visitor's pass before they visit any concerned employee of the factory.

7. Any unknown person while entering the company/ factory premises must be attended by the concerned security person standing on the gate and that person shall be allowed in the premises only when he/she present an authentic document.