

**Report On**  
**Effectiveness of the Recruitment and Selection Procedures of**  
**LafargeHolcim Bangladesh Limited**

By

Mahbub Shahriyar  
ID: 15104050

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School  
BRAC University  
9 January 2020

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Mahbub Shahriyar**

ID: 15104050

**Supervisor's Full Name & Signature:**

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**Suman Paul Chowdhury**

Designation

BRAC Business School

BRAC University

## Letter of Transmittal

Suman Paul Chowdhury  
Assistant Professor,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir / Madam,

With due respect, I hereby submit my internship report on "Recruitment and Selection Procedure of LafargeHolcim Bangladesh Limited" which is a requirement for completion of BBA Program.

I have given my best effort to prepare the report with the necessary data, relevant facts and information. I shall be highly obliged if you are kind enough to receive this report and give your judicious advice on the effort.

I believe that the report will fulfill your expectation.

Sincerely yours,

---

Mahbub Shahriyar  
ID: 15104050  
BRAC Business School  
BRAC University  
Date: 9 January, 2020

## **Non-Disclosure Agreement**

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between LafargeHolcim Bangladesh Limited and the undersigned student at BRAC University.

## **Acknowledgement**

Thanks to the Almighty Allah, my respected instructor and my parents that I was able to complete the report successfully. During the preparation of this Report “Human Resource Practices of LafargeHolcim Bangladesh Limited”, I was lucky enough to be guided by a lot of people for the completion of this report. My appreciation goes to those respected people.

I would like to thank my instructor Name of Teacher, Post, for his encouragement, guidance, advice and valuable supervision. He was always available when I needed his help, suggestions and guidance. I am grateful also to my supervisor named Name of workplace supervisor, Post of LafargeHolcim Bangladesh Limited. thanks to him for his whole-hearted supervision during the preparation of this report and I appreciate his brilliant guidance, advice, support, and profound understanding.

And lastly and again I would like to thank my parents, teacher, supervisor, friends without them I wouldn't be able to complete this report. I am thankful to all those individuals who provided necessary information and gave me effective advices.

## **Executive Summary**

LafargeHolcim Ltd is one of the most leading Cement Companies in the world; it operates and sells its products in around 80 countries of the world, with 2300 Operating Sites and around 80000 Employees. LafargeHolcim also operates in Bangladesh as LafargeHolcim Bangladesh Ltd. This Report mainly talks about the effectiveness of the Recruitment Procedures of LafargeHolcim Bangladesh Ltd, by analyzing its different HR Aspects, through Research, Survey Questionnaires, Observation and by collecting data from secondary sources over internet. This Report gives a good overview of the Company, and how the HR tasks are contributing to the Company's performance and the Employees' outlook on the HR activities. It also analyses its Recruitment activities like Job Descriptions, Interview Coordination, Job Circular Posting and Employees' Selection and many other aspects.

### **Keywords:**

Recruitment; Interview; Data Management; Job Description; Job Advertisement; Functional tools of Human Resource Management.

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## List of Acronyms

LHBL	LafargeHolcim Bangladesh Limited
ERF	Employees Requisition Form
CSR	Corporate Social Responsibilities



# Chapter 1

## Introduction

The Cement Industry in Bangladesh is showing a great prospect for the future, as it has been very much successful to construct mega buildings, roads, highways and many other infrastructures. With more than \$3.5bn budgeted in FY19 for the 7 infrastructure mega projects including bridges, rail lines, power plants, and a metro rail, the cement market in the country looks to be a bullish market. Besides these large scale projects, however, a higher income per capita for the greater population also has led to greater consumption as building personal homes, a somewhat tradition of Bangladeshis, has become more affordable. Developments in real estate and commercial/public institutions have also contributed to consumption. An increasing number of migrants traveling from rural areas to the big cities for opportunities of better education, jobs, and wages, increasing urbanization in the country is also fueling greater growth in the industry. The cement industry in Bangladesh has achieved double digital growth during the last 5 years.

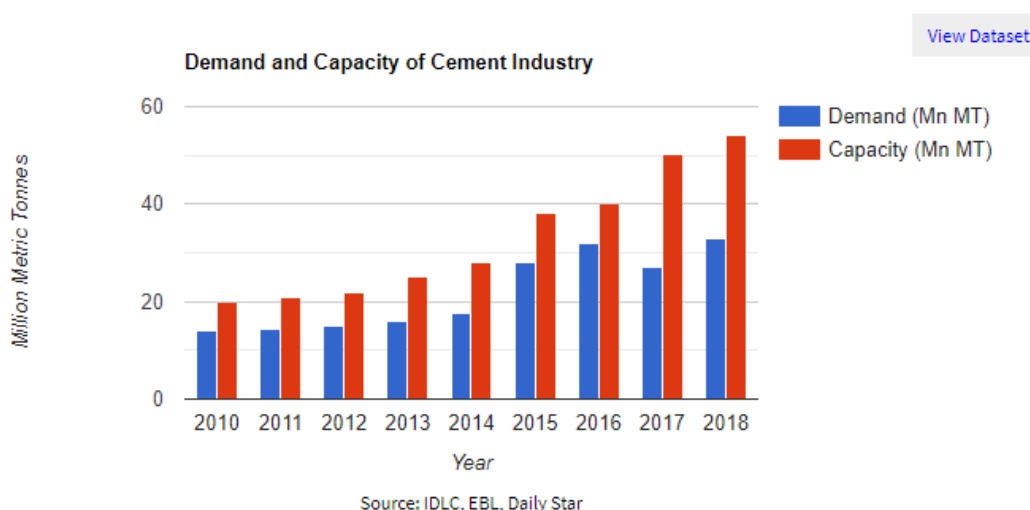


Figure 1.1 Demand and Capacity of Cement Industry during the last few years

Currently in Bangladesh there are 32 cement manufacturing companies of which 7 are currently listed and 4 are multinationals and this Report presents information about one of those 4 MNCs, which is LafargeHolcim Bangladesh Limited.

## **1.1 Objective of the Report**

This Report is prepared in order to gather practical experience of the organizational environment and its functions. Its aim is to relate the theories and knowledge learnt in classroom and to implement that knowledge in the professional world and enrich my skills and abilities, so that I can gain an in-depth knowledge of Human Resource activities.

## **1.2 Methodology**

### **Primary Source:**

Information and Data have been collected from HR Officials of LafargeHolcim Bangladesh Limited like Afsana Ferdoush, Subrina Alam Moutushi and Abu Saleh in order to prepare this Report. I also gathered information from my personal experience and observation. A Survey has been conducted on 26 existing Employees of LafargeHolcim Bangladesh Ltd. to gather more data regarding the company's recruitment procedures.

### **Secondary Source:**

To prepare this Report, I also gathered information from the Company Website, Internet Articles and Company's Annual Reports.

## **1.3 Scope of the Report**

This Report is prepared to discuss the Recruitment and Selection Procedures and other Human Resource activities as well as organizational policies, culture, rules and regulations. This Report prepared is prepared by keeping in mind the organizational policies, rules and restrictions as well as the BRAC University's Report Structure. It includes relevant facts, data and information collected from both primary and secondary data sources and also includes

proper referencing and excludes plagiarism. This report will provide a good overview of the organization's human resource functions and its culture and work environment.

## **1.4 Limitation**

1. LafargeHolcim has strict Non-disclosure policies regarding its confidential information.
2. Shortage of information on the Internet about its HR and Company Policies.

## **Chapter 2**

### **Organization Profile**

LafargeHolcim Bangladesh Ltd. (LHBL) is a frontline cement producer in Bangladesh. Operating for more than a decade, the company has earned about US\$ 500 million investment in building one fully integrated cement plant and three grinding plants --- the largest foreign direct investment in the sector. It is a joint venture between LafargeHolcim and Cementos Molins. With state-of-the art technology and well groomed staff, the company produces world class cement to meet the growing demand generated by massive infrastructure development programs and improved socio economic conditions.

Sourcing limestone, the basic raw material, from its own quarry which is located in its neighboring Meghalaya in India, the plant at Chhatak near Sylhet in north east Bangladesh is a unique cross-border operation. The limestone is brought in by a 17 kilometer overland long belt conveyor ensuring uninterrupted supply of the raw materials. By producing clinker, this plant enables the country save around US\$ 45 million annually in foreign exchange. Besides, the company has provided direct and indirect employment opportunities for over 3000 people.

With its strong establishment in global standards and strength in innovations, LafargeHolcim Bangladesh Limited is also considered as a dependable solution provider in construction materials. It is producing and supplying customized cement for high profile projects in the country.

As a good corporate citizen, LafargeHolcim Bangladesh is engaged in activities which are helping the society as well as the environment. By using tailored processes, its Geocycle program is converting industrial waste into a source of heat for operating the cement kilns. Besides, as part of its Corporate Social Responsibility, the company has an extensive welfare

programs for the local community around its plants in Bangladesh and Meghalaya. These programs have been benefiting thousands of people to eject out from the cycle of poverty and run decent lives with opportunities for education, empowerment and health-care.



Fig 2.1 LafargeHolcim Bangladesh Limited (LHBL)

## History of LafargeHolcim Bangladesh Limited

Holcim built its presence in Bangladesh in 2000, through the acquisition of Hyundai Cement Bangladesh. Later Holcim acquired two more grinding plants, United Cement Industries and Saiham Cement Industries, as part of its expansion strategy. Then from January 2018 onwards, Holcim Cement (Bangladesh) Ltd. became 100% owned subsidiary of LafargeHolcim Bangladesh Ltd.

Holcim Cement (Bangladesh) Ltd is the first cement company in Bangladesh to have application-based multi-products. Since beginning, it has shifted focus from a mere production orientation to a marketing and services orientation that includes Mobile Concrete Laboratory facility, delivery in bulk, home building facilitation program and much more.

The name “Holcim” has become synonymous with “quality cement for large construction projects”. Various infrastructure icons of the country, including City Center, the tallest building in Dhaka, Bangabandhu Multipurpose Bridge, the longest bridge in Bangladesh and other notable construction projects have been built with Holcim cement.

Almost every year Holcim Bangladesh undertakes various CSR (Corporate Social Responsibilities) initiatives including plantation projects, education assistance for the children of masons, training and insurance facilities for masons, medical treatment for local communities and sponsoring of sports programs.

Holcim believes in doing business in the right way – by being compliant with local laws, global best-practices and group directives. One of Holcim’s core objectives is the creation of value for all and the company strives to ensure their actions are sustainable at all levels – economic, ecological and social.



Fig 2.2 Holcim Cement (Bangladesh) Ltd

## **Products of LafargeHolcim Bangladesh Limited**

Lafarge Holcim Bangladesh Limited’s main Product is Cement. Its Product’s Line in Bangladesh is:

1. **Supercrete:** It’s the only Portland Limestone Cement (PLC) brand in Bangladesh. It has its own clinker production facility and usage which ensures the consistent quality of Supercrete Cement. It is an effective product for versatile concrete solutions with a significant benefit for construction cost savings.
2. **Holcim Strong Structure:** Holcim (Strong Structure), is a Portland Composite Cement (PCC) whose usage started from last few decades in Bangladesh. Holcim (Strong Structure) is suitable for all types of construction works as raw material of concrete and mortar.
3. **Holcim Red:** Holcim (Red) is an Ordinary Portland Cement’s specialty is that it gains strength within very short time which adds advantage for concrete as well as the whole project.
4. **Holcim Grey:** It’s a cost optimized solutions with proper workability according to soil type as per the project requires.
5. **Plastercrete:** It’s a result of an in-depth understanding of the functions of plastering and other masonry works.



Fig. 2.3 Products of LafargeHolcim Bangladesh Ltd

**Board of Directors**

LafargeHolcim Bangladesh Limited has 1 Chairman, 1 Chief Executive Officer, 7 Directors and 2 Independent Director.

**Management Team**

The management team is led by CEO, Rajesh K Surana which consists of 8 Officials.

**Shareholders Information**

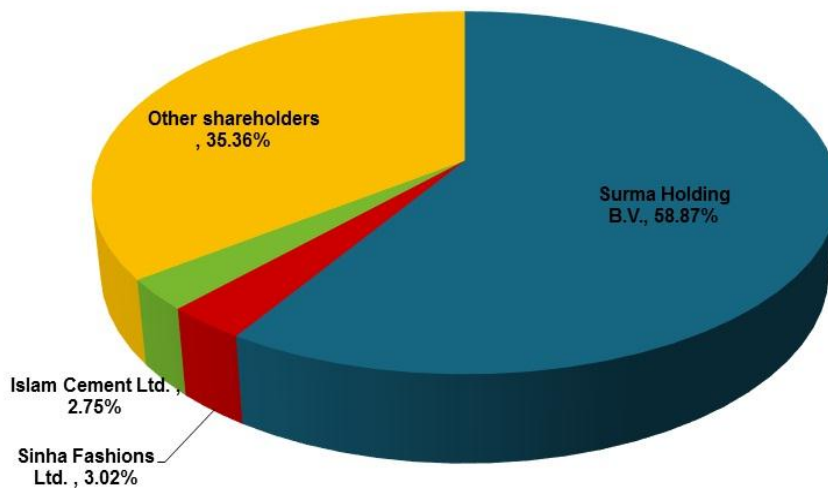


Fig. 2.4 Shareholders Information of LafargeHolcim Bangladesh Limited

LafargeHolcim Bangladesh Ltd. is listed at the Dhaka Stock Exchange and Chittagong Stock Exchange. The total Shareholdings of the Company are as under:

- Surma Holding B.V. 58.87%
- Sinha Fashions Ltd. 3.02%
- Islam Cement Ltd. 2.75%
- Other Shareholders 35.36%

**Surma Holdings B.V.**

Surma holding B.V. was incorporated in the Netherlands, which owns 58.87% of Lafarge Surma Cement Ltd. Lafarge S.A. of France and Cemolins International S.L.U. of Spain each owns 50% share of Surma Holding B.V.

## **Organizational Culture of LafargeHolcim Bangladesh Ltd.**

The employees of this organization come from different cultures and backgrounds, and the business benefits from the breadth of ideas and experiences they bring. The organization has employees who are of diversified nature and also supports each other's success creating a unique mix. Being free to discuss and debate means the company develops their business in exciting ways and give individuals their voice. Empowering teams creates innovative ideas and different experiences, keeping employees sharp, innovative and ahead of the game. The company has impressive and inspiring leaders who genuinely care about their people and will support them in the difference they will make. The company takes them to new places, both professionally and geographically so that they can open their minds to new ideas.

## **Corporate Governance**

LafargeHolcim Bangladesh Ltd. applies high standards to corporate governance. The goal is to assure the long-term value and success of the company in the interests of various stakeholder groups: customers, shareholders, employees, creditors, suppliers, and the communities. Importantly, in compliance with the Corporate Governance Code published by Bangladesh Securities and Exchange Commission by Notification dated June 3, 2018 the Board of Directors of LafargeHolcim Bangladesh Ltd. (the "Company") has formed two sub-committees; Audit Committee & Nomination and Remuneration Committee. These sub-committees support, assist and advise the Board of Directors.

## **Code of Business Conduct**

1. The Code outlines the LafargeHolcim legal and ethical principles.
2. Integrity is one of the core values of LafargeHolcim Group. It is crucial to conduct business with integrity as it ensures development and sustained growth of the company.
3. The Code must be adhered to at all times by all of the company's stakeholders, especially the employees, in order to ensure that the company acts in a legal, honest, fair and transparent manner.
4. LafargeHolcim Bangladesh Ltd. (LHBL) strives to create an environment where honesty and accountability flourish and compliance is a central focus.

## **Communication**

Relevant, accurate, and consistent communication is important to ensure the alignment within the organization and reputation building among the company's external stakeholders. The Communication function of LafargeHolcim Bangladesh helps to build and protect the reputation of the company.

## **Health & Safety**

Health and Safety is the core value of the company and a condition of employment. Each and every employee is obliged to follow and endorse safety rules in every respect. It is crucial to facilitate maximum levels of safety at the workplace in the industrial context where the company operates. Safety is treated as a key priority at all times and is recognized as a Key Performance Indicator. The company adheres to a top-down approach of safety by identifying



risks and mitigating their effects. The commitments of the organization's Health and Safety are:

1. Conduct the business with a goal of zero harm.
2. Provide safe, healthy and secure work conditions for employees and contractors.
3. Maintain a global Health and Safety Management System designed to continuously improve the performance and actively manage risk in the business.
4. Comply with applicable legal, regulatory, industry and corporate requirements.
5. Communicate openly with all stakeholders on relevant health and safety issues.

## **Geocycle Bangladesh**

Geocycle Bangladesh is a part of the worldwide connection of Geocycle waste management companies. In Bangladesh, LafargeHolcim Bangladesh Ltd. have been offering their professional services in the field of waste management since 2012.

Because of the expansion of industrial base and high population growth in Bangladesh, increasingly larger quantity of waste is generated. For Geocycle Bangladesh, this creates an opportunity to actively contribute to responsible waste management by following a sustainable approach.

## **Community**

The company strongly believes that business is a priority, but social welfare is a responsibility. Thus, the Company has undertaken wide ranging CSR activities in Bangladesh and around its quarry in Meghalaya. Whether it is through responsible business operations and environmental management or through community development initiatives in the area of education, healthcare, employment and infrastructure development, the company is committed to ensure sustainable development of the economy, community and environment.

## **Chapter 3**

### **Human Resource Department of LafargeHolcim Bangladesh Ltd.**

LafargeHolcim Bangladesh Limited is a very people oriented organization focusing the standard HR process and practices to develop people as well as contribute to the group growth.

LafargeHolcim practices different standards in different HR processes. LafargeHolcim recruits the right fit talent from the market maintaining a standard recruitment process mapping right competencies. They start the journey with a strong on-boarding process with the overall knowledge of different functions, process and practices. A rigorous development process is in place to grow an employee in terms of functional and leadership skills. The company follows 70:20:10 model to enhance the capability of an individual to perform their fullest. Employee gets the opportunity to acquire and share best practices both technologically and geographically.

Integrated performance management exposes the employees to discuss about their performance objective and development need with their Line Managers for better team synergy. The company wants to create an environment where people are clear about the impact they have, are encouraged to innovate and have the opportunities to grow, develop and realize their potential.

LafargeHolcim doesn't consider itself as a market leader in terms of remuneration and benefit, but the company complies with the local and global practices and is maintaining a good benefit package across all the level.

LafargeHolcim focuses on the responsibility embedding our values, promise to work as a team to achieve a common goal and help building a sustainable winning organization.

## **Mission of organization's Human Resource Department**

The Human Resource Department's mission is to deliver sustainable competitive advantage by providing the business with strategic solutions for getting the best from the company's people, teams and organizations.

The organization plays a key role in shaping the company's culture, drive performance and working on the DNA of our organization.

## **Objectives of organization's Human Resource Department**

Drive practices that allow to effectively and efficiently:

- Develop & retain talents.
- Fairly reward and engage our people.
- Embed the culture and behaviors across the organization's people.

## **Functional Tools of Human Resource Department**

The Human Resource Department has adopted many functional tools like Performance Management Tools, Leadership Model, Talent and Careers, Learning and Development, Diversity and Inclusion and Policies and Directives. By following these Functional tools, HR Department performs their important functions like Strategic Management, Workforce Planning and Employment (Recruitment and Selection), Human Resource Development (Training & Development), Total Rewards (Compensation & Benefits), Company Policy Formulation, Employee and Labor Relations, Performance Appraisal, Employee Retention and also Succession Planning for the organization. The Human Resource functions operated by the organization are discussed here below:

### **1. Performance Management**

LafargeHolcim Bangladesh Ltd. uses the performance management tool to create an environment where the employees can stay clear about the impact they have in the organization performance, the tool helps to encourage and influence them to innovate and possess the opportunities to grow, develop and realize their potential. This function is like Performance appraisal, and in LafargeHolcim Bangladesh Ltd, the employees' performance is measured by the HR annually and also half-annually. The ways through which

LafargeHolcim Bangladesh Ltd. implements their performance management are given below:

**(A) Annual Review:**

The company assesses the past performance and recognizes the accomplishments of the employees, objectives and demonstrated behaviors.

**(B) Objective setting**

LafargeHolcim Bangladesh Ltd. sets objectives to transform company and team priorities into individual accountabilities. The WHAT and the HOW are considered equally important.

**(C) IDP (Individual Development Plan)**

A robust development plan is created to support individuals to succeed in their current and future roles while developing the right behaviors to contribute to the business success. It is considered as an opportunity to express employees’ career aspirations and to review their competencies.

**(D) Mid-Year Review**

The organization checks the direction and the progress of the WHAT, the HOW and the Individual Development Plan.



Fig. 4.1 Performance Management

### (E) Individual Check-Ins

The organization creates informal conversations to help individuals improve their performance, develop their skills and ultimately contribute to the business performance.

### (F) Team Touch Points

The organization brings teams together to pause, connect and reflect, focusing on business challenges and team effectiveness to help them collectively grow, contribute to the creation of a positive environment and improve performance.

## 2. Leadership Development Model

Effective leadership is critical to LafargeHolcim’s future success. The Leadership Model describes the “HOW” the company’s employees are expected to deliver business results and contribute to sustainable business success in compliance with LafargeHolcim’s values and regulations. That’s why the Leadership Model put the organization’s values into action and embodies our brand promise. The LafargeHolcim Leadership Model consists of 6 Leadership attributes, translated into critical competencies. The Leadership model will be used to hire, assess, develop and shape our leaders of today and the future.



Fig 4.2 Leadership Model of LafargeHolcim Bangladesh Ltd.

### 3. Diversity & Inclusion

LafargeHolcim is a force of 90,000 employees working together across more than 80 countries. All facets of diversity are important to the company and it strives to create an environment where everyone regardless of gender, race, ethnicity, sexual orientation, religious background, or disability can contribute and realize their potential. By embracing diversity, the organization can enrich every decision and discussion at LafargeHolcim and bring its purpose to life.

### Organogram of Human Resource Management Team

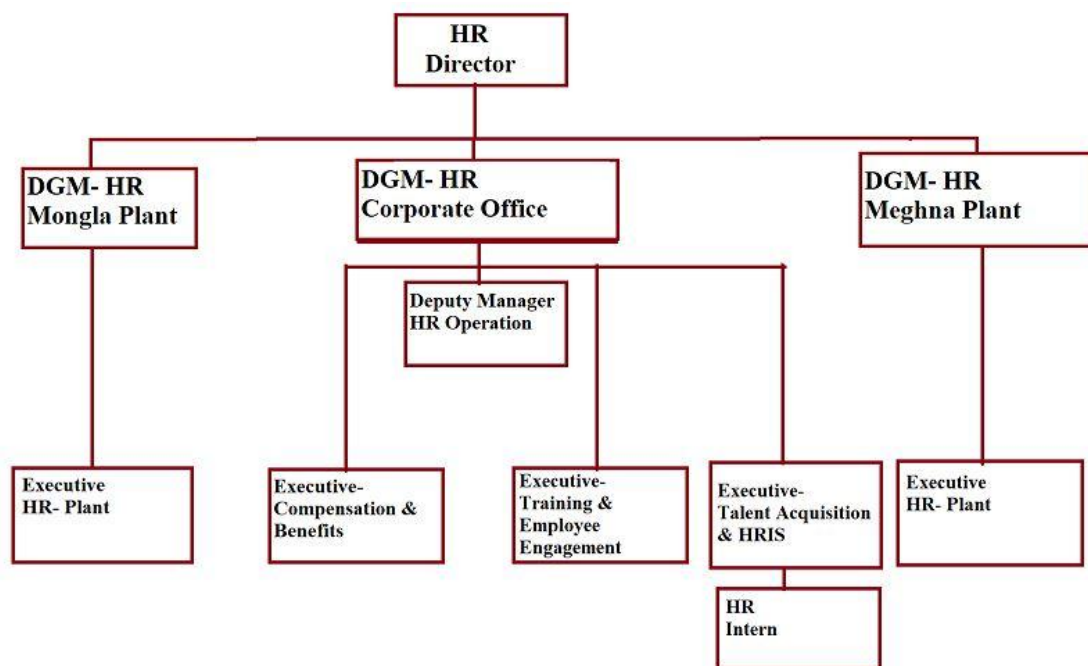


Fig 4.3 Organogram of Human Resource Management Team

## Recruitment Process of the Organization

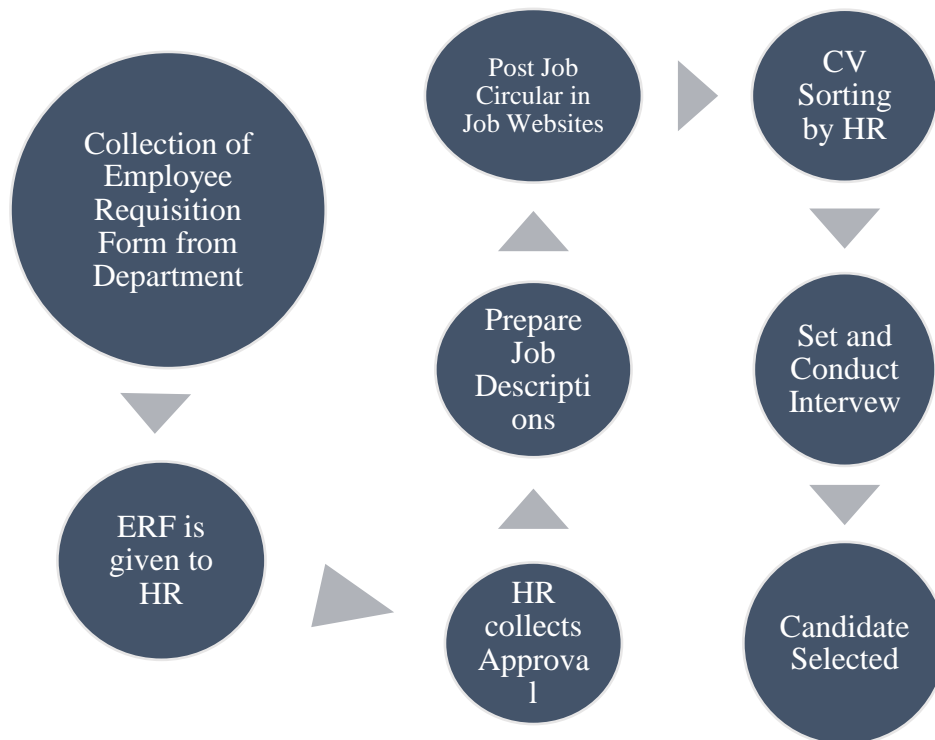


Fig 4.4 Recruitment Process of the Organization

### Challenges that HR faces in Recruitment:

1. Time constraint.
2. Finding the right candidate in a short time.

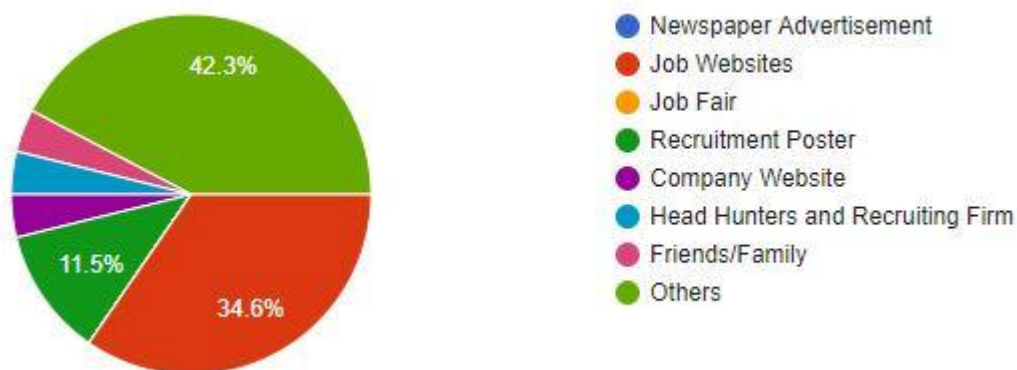
## Chapter 4

### Analysis of the Employees' Perspectives on Recruitment and Selection

#### Procedures of LafargeHolcim Bangladesh Ltd.

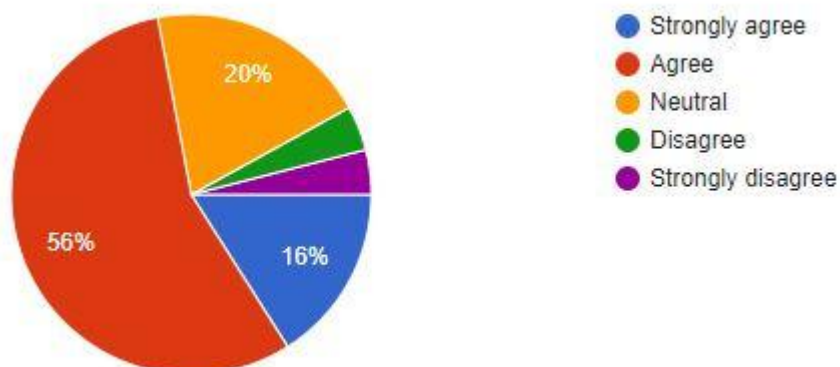
A Survey has been conducted on 26 Current Employees of LafargeHolcim Bangladesh Limited and its Findings are presented here below:

#### The medium through which the Respondents first knew about the job opening



Around 34.6% Employees could first know about their job opening through Job Websites, which shows that it had been the most effective Medium to attract these Employees.

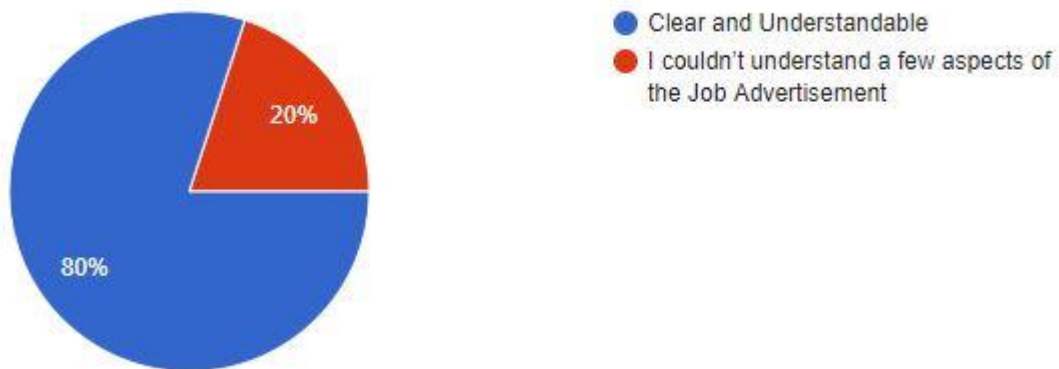
#### There was appropriate amount of information available on the Job description and Job Specification in your Job Circular.





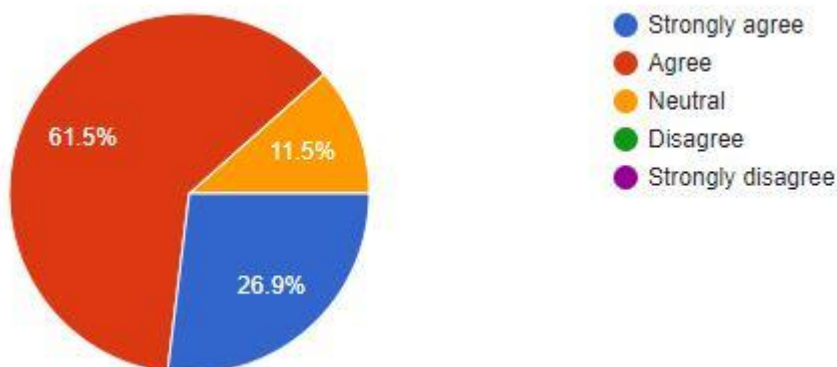
Only 8% Respondents found the Job Description and Job Specification slightly difficult to understand, which shows the company has a good content in its Job description and Job Specification.

**How clear and understandable were the Job Descriptions and Job Specification in your Job Advertisement?**



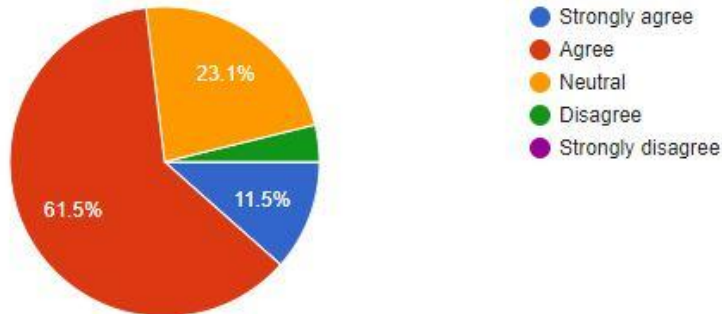
Here, 80% Employees could completely understand all the aspects of Job Descriptions and Job Specification in their Job Advertisements.

**It was easy to apply for the position.**



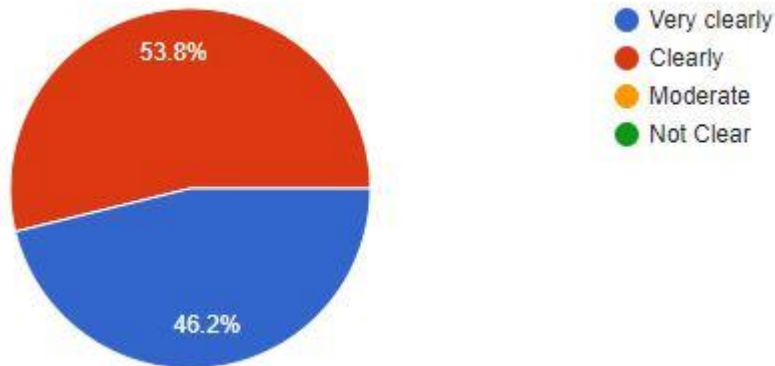
It shows the Employees Hiring Tools are quite effective of this organization.

**I was happy with the time between my job application and the response from my employer.**

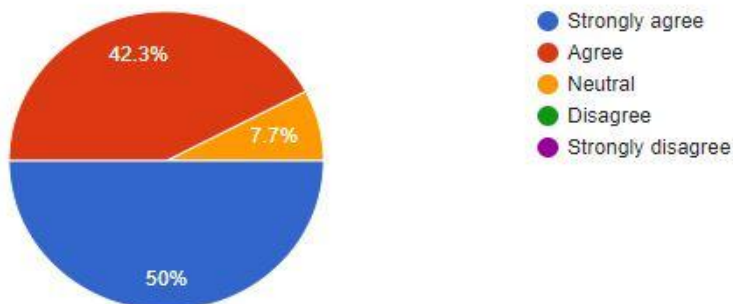


It shows the HR Department of this company has a very quick responding ability.

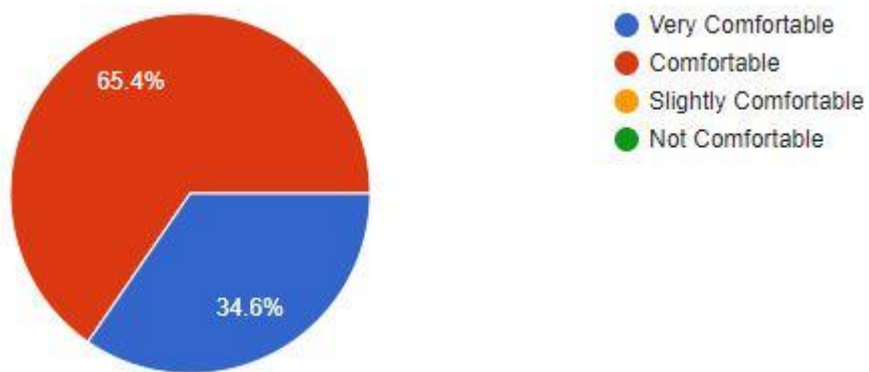
**How clearly could your recruiter communicate the necessary information through mobile, about your Interview Schedule?**



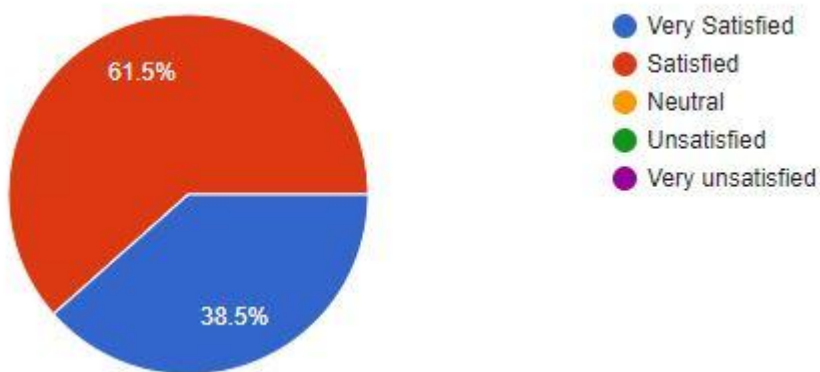
**I felt I was nicely welcomed when I came for the interview.**



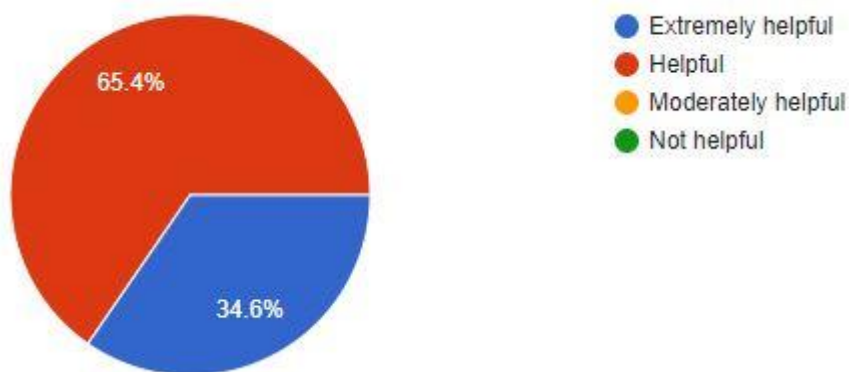
**How comfortable were you during the interview?**



**How satisfied were you with the on-boarding of your Recruiters?**

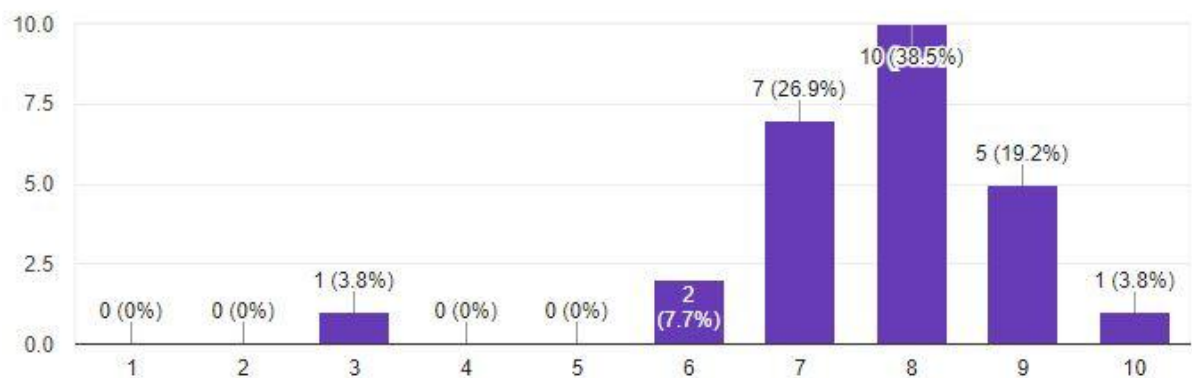


**Were the recruiters helpful throughout the whole process?**



The above five pictures show that the HR Department of this company are very efficient in communicating the necessary information about the new employees' interview schedule, also effective in keeping the Interviewee Comfortable during the Interview and during their On-boarding process. It shows the HR Department was very helpful throughout the whole Recruitment process of the selected Respondents of this Survey.

**Overall, how satisfied are you with your recruiting and hiring process? Rate it out of 10.**



It shows the satisfaction level of the new employees are also very high. Thus, we can say, the effectiveness of the HR Department of LafargeHolcim Bangladesh Limited in its organizational tasks is very high.

## **Chapter 5**

### **The Job of an HR Intern**

#### **Job Responsibilities**

1. Supporting in Recruitment and Selection.
2. Preparing Candidates Summary.
3. Making Interview Phone Call, Preparing Interview Schedule and coordinating Interview Session.
4. Supporting in Pre-Joining Process of new employees. (Preparing IT Requisition Forms, ID Cards and preparing documents regarding company's policies, rules and regulations)
5. Supporting in Post-Joining Process of new employees. (Checking Documents and Certificates, filing those documents and coordinating Induction.
6. Sorting new employees' Documents and Medical Forms and send those for Verification.
7. Assisting seniors for Data Management.
8. Maintain employees' Data Sheet and make entries in the sheet.
9. File sorting of all employees and preparing files.
10. Making Candidate Profiles in Excel and PowerPoint which is used on Succession Management.
11. Prepared a promotional video for "World Heart Day".

#### **Personal Development**

1. I could gather ideas and the ability to think in my own way regarding Human Resource Management's activities which might help me in my future.
2. I could gather skills of how to conduct and assist in HR tasks.
3. This Internship strengthened my knowledge, because in my future, I will be able to understand HR ideas in a faster way by relating the lessons with this organizational environment.

#### **Critical Observation and Recommendation**

Any issue can be solved by converting the qualitative issue into a set of quantitative problems and then setting some solutions to those problems and by implementing those solutions. In fact, this is also applicable in HR tasks; this is one of my critical observations.

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## Appendix A.

### Group key facts and figures of the Company- LafargeHolcim

1. LafargeHolcim is the leading global construction materials and solutions company.
2. It partners with customers on projects that range from small and local to the biggest, most technically challenging infrastructure endeavors.
3. Thanks to the global presence, LafargeHolcim is well-placed to make a difference, with leading positions in all regions.
4. The company offers its clients the most innovative cement, concrete and aggregates solutions, and is committed to health & safety and sustainability.

