



**Nestlé**  
Good Food, Good Life

*“Human Resource Department of Nestle Bangladesh Limited & its Various Functions”*

# ***Internship Report***

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## Letter of Transmittal

14 January, 2016

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Subject: Submission of Internship project report titled “Human Resource Department of Nestle Bangladesh Limited & its Various Functions”.

Dear Maam,

I would like to submit the report titled “Human Resource Department of Nestle Bangladesh Limited & its Various Functions”, as a requirement of the BBA Curriculum.

The report was done under the supervision of my organizational Supervisor, Mr. Md. Bulbul Islam, Rewards Manager, HR, Nestlé Bangladesh Limited. He has directed me throughout the project.

Thanking you profusely for giving me this opportunity to work on such an interesting matter.

Sincerely yours,

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Protiti Khan  
BRAC Business School  
ID - 11304018

## Acknowledgement

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First of all, I would like to convey my special thanks to Ms. Asheka Mahboob, my faculty advisor for her valuable guidance, which helped me to complete this report successfully. I am highly grateful to her.

I would also like to acknowledge the help of my organizational supervisor, Mr. Md. Bulbul Islam, Rewards Manager, HR, for sharing his insights into the topic and providing me the support I needed and allowing me to spend extra hours behind this project besides my regular work.

I would also like to thank Mr. Sakeef Anam, Executive, Talent Acquisition, and Ms. Sanjana Rajjaque, People Development Manager for extending their support and sharing their knowledge about the topic.

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## Executive Summary

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The report explores the vastness of the Human Resource Department of Nestle Bangladesh Limited. Here I have tried to capture the beauty of HR of this 150 year old company and how efficiently they are hiring, managing and retaining their employees through their various functions. I have also tried to reflect how they are maintaining their global HR standards, practices and policies. Also how they plan their people development, reward their employees, train and engage them.

The report covers the organizational background and details the company history - both globally and locally. It also covers the findings of the research I made on each of its department and some recommendations on what more they can do for their human assets.

## 1.0 The Organization

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### 1.1 Introduction



**Nestlé**

The world's largest food and beverage company, Nestlé, was founded long back in 1866 by a Swiss chemist Henri Nestlé. With sales of CHF 91.6 billion in 2014, Nestlé is the world's leading Nutrition, Health and Wellness Company. The company employs over 339,000 people and has 442 factories situated in 86 countries. Nestlé products are sold in 197 countries.

Founded in 1866 in Switzerland, where it is still based (with headquarters in Vevey), Nestlé has often been called "the multinational among multinationals". Only about 1.5 percent of its sales are generated in its home country, and all but 10 of its factories are situated abroad.

Nestlé's General Management consists of all the Executive Vice Presidents and deputy Executive Vice Presidents. It is chaired by the Chief Executive Officer Paul Bulcke.

Nestlé is a truly public company with over 250'000 shareholders of which around one third are Swiss. No single shareholder owns more than 3% of the stock.

As the world's leading nutrition, health and wellness company, Nestlé is the worldwide leader in product categories such as soluble coffee, infant nutrition, bottled water, condensed and evaporated milk, ice cream, as well as chocolate and malt drinks, and culinary. The Group is also a co-leader in pet care.

The Company is committed to delivering shareholder value through sustainable, capital efficient and profitable long-term growth. Over the past years it has concentrated on furthering organic growth and performance improvement.

## 1.2 History

It's 1867 in Switzerland, and a premature baby cannot breastfeed, which is worrying in an era when many infants die of malnutrition due to a lack of effective breast milk alternatives.

Henri Nestlé learns about the case and feeds the child his new 'farinelactée' infant food. It is the only product that the boy can digest, and he survives.



Word of Nestlé's success spreads rapidly, and through determination, commitment and a pioneering spirit he builds a thriving business. His life-saving innovation is the model for all those that follow throughout Nestlé's 150 years, which show the company's skill in meeting and anticipating consumers' changing needs.

Worldwide, people now consume more than one billion servings of Nestlé products per day. The company operates in over 197 countries and employs almost 340,000 people. It's a far cry from the small-scale business that Henri Nestlé founded in Vevey, Switzerland. But Nestlé still embraces his values, his famous 'Nest' logo, and its headquarters in the city.

### **Growing-up in an industrial age:**

Nestlé's story proper begins in 1866, when the Anglo-Swiss Condensed Milk Company launched Europe's first condensed milk, another life-saving product in an era before



refrigeration, when fresh milk spoiled easily in transit. In 1905, Anglo Swiss merged with Nestlé's company to form the Nestlé & Anglo-Swiss Milk Company, which evolved into Nestlé from 1977.

The company's early success was due to its investment in science-based products and modern factories to produce them efficiently. Railways and steamships gave Nestlé & Anglo-Swiss access to new urban markets worldwide, and it made savvy use of modern advertising media – newspapers, magazines, billboards – to educate people on product benefits. Namely nutrition, quality, safety, affordability and taste.

It's a blueprint for success that, bar a few necessary updates, still applies today. One other benefit that Nestlé products have always offered is convenience, and this became especially important after World War Two, when more women entered the workplace, and people demanded foods that were easy to prepare.

By 1938, people could 'start the day with a Nescafé', the world's first great-tasting instant coffee, simply by adding hot water. By 1948 they could enjoy *Nesquik*, a cocoa-based powder that dissolves easily in cold milk.

And by 1957, they could finish the day with *Maggi* pasta 'ready meals' in cans, which were hugely successful.

### **Lightening the load in the kitchen:**

Cans weren't new, but nutritious meals in cans were, and this quickly became a high-growth segment for Nestlé. Such foods had a long shelf life, were easy to heat then eat, and you could even enjoy them cold. Cans were also simple to transport, so you could consume them on a camping trip, for instance, along with your cup of *Nescafé*. Such products helped to shape our modern world, and life would never be the same.



From the 1960s, you could also enjoy the convenience of Nestlé frozen foods and ice creams, which the company entered as domestic fridges and freezers grew in popularity. In 1986 Nestlé went one step further by creating its own breakthrough *Nespresso* system, which changed the way we experience premium coffee.

Nespresso is another Nestlé innovation that enhances people's quality of life, everywhere, every day. In doing so it brings pleasure, an emotion we associate strongly with chocolate. Nestlé first entered this key business in 1904 when it took on export sales for Peter & Kohler, later adding brands such as *Cailler* and *KitKat*.

Today Nestlé business spans beverages, waters, dairy, confectionery, petcare, even skincare. In 2011 the company extended its leadership in Nutrition, Health and Wellness by creating Nestlé Health Science, to develop nutritional healthcare products that target optimal brain health, for example, or healthy ageing.

### **1.3 Nestlé Bangladesh:**

In the early eighties Transcom Ltd. was appointed the sole agent of Nestlé products in Bangladesh. In 1992 Nestlé S.A. and Transcom Ltd. acquired the entire share capital of Vita Rich Foods Ltd. Nestlé S. A. took 60 percent while Transcom Ltd. acquired 40 percent.

Nestlé Bangladesh Limited started its first commercial production in Bangladesh in 1994. In 1998 Nestlé S.A. took over the remaining 40% share from our local partner when Nestlé Bangladesh became a fully owned subsidiary of Nestlé S.A.

Our factory is situated at Sreepur, 55 km north of Dhaka. Nestlé invested Tk. 110 core so far since 1994. In addition to cereals, the factory produces instant noodles and repacks milks, soups, and infant nutrition products. Other products, such as coffee, breakfast cereals and confectionary items like Fox's Candy are imported from other Nestlé locations.

### 1.4 Product Offerings

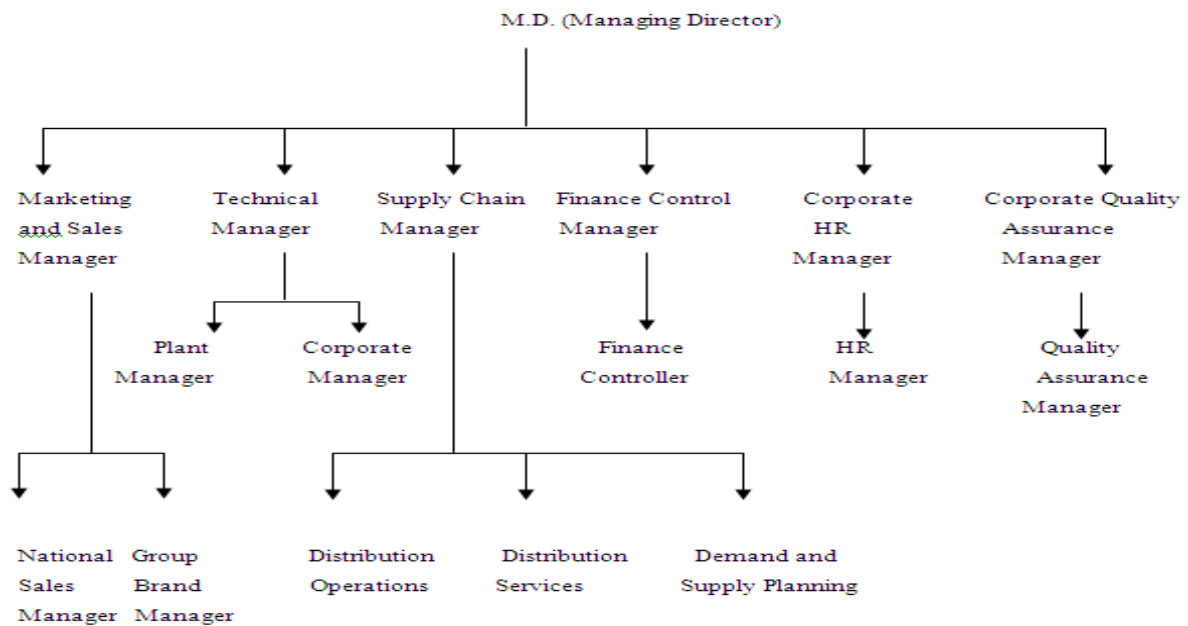
The product portfolio of NBL can be broadly divided into two categories:

- Food & Beverage
- Nutrition

<b>Food &amp; Beverage</b>	
<b>Shelf stable dairy &amp; creamers</b>	Nido, Growing up milk, Coffee-Mate
<b>Breakfast cereals</b>	Corn Flakes, Koko Krunch
<b>Powdered beverage</b>	NESTEA,
<b>Soluble coffee/ NESCAFÉ systems</b>	NESCAFÉ classic (Jar, Sachet, Pouch), vending premix, 3-in-1 mixes
<b>Culinary products</b>	Maggi Noodles, Seasoning, soups, Sauces
<b>Nutrition</b>	
<b>Baby food</b>	Cerelac, Ceremeal,
<b>Infant Formula</b>	Lactogen, Nan, Pre-Lactogen,
<b>Speciality Products</b>	Baby and Me

**Table 1: Product portfolio of NBL**

## 1.5 Operational Network Organogram



## 1.6 Vision:

Nestlé Bangladesh's vision is to build Nestlé as the respected and trustworthy leading Food, Beverage, Nutrition, Health and Wellness Company in Bangladesh ensuring long term sustainable and profitable growth. The company is very much focused to ensure that the vision is implemented in every aspect.

## **2.0 Job Responsibilities:**

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### 2.1 Description of the Job

I joined Nestlé Bangladesh Limited in 1<sup>st</sup> September 2015. From the very beginning of this one year internship program I have been with the Rewards Team of the Human Resource Department. Rewards is the biggest function of the Human Resource Department in Nestlé

Bangladesh Limited. Rewards basically looks after all kinds of benefits provided to the employees of Nestlé Bangladesh Limited, both financial and non-financial. As an Intern of the Rewards team my job consists of some monthly basis work like processing the Medical Scheme, Infant Scheme, Leave Roaster every month along with a few currently running projects.

## **2.2 Specific Responsibilities of the Job**

This Internship Program has given me exposure to real work and I have been assigned with some monthly basis works along with few projects designed especially for Interns.

So far my responsibilities have been:

- **Processing Medical Scheme every month** – This is one of the major monthly based work that I do. Nestlé Bangladesh Limited disburses a particular amount of money for every employee both Management & Non-Management every year. With this amount they can avail their medical purposes, which they can claim every month. So every month we get a huge number of medical claims that needs to be processed. I am assigned with the full processing of these medical bills, starting from recording them in excel till giving input in Microsoft Access so that these can be send to the Finance Department for disbursement with the current month's salary.
- **Processing Infant Scheme every month** – This is another unique scheme provided by Nestlé to its employees. Through this scheme the employees can claim baby food for their children ranging from 0 to 1 year old. I am assigned to process the claims that come every month. I work in every steps of this process till giving the product requisition every month for this scheme.
- **Updating Leave Roaster every month** – this is another of my monthly based work. All the leave applications are forwarded to me and I update the leave roaster file and make sure the numbers are correct, keeping a track of the number of leaves each employee has availed.
- **Joining Formalities** – I also look after the joining formalities of both permanent employee and interns. Separate joining kits have to be made for both the occasions whenever it is necessary. I am assigned to make sure all the required papers are provided to them before the joining.

- **Exit Formalities** – Just like the joining, I look after the Exit Formalities, but only for the interns. I take care of the exit related papers and make sure they are handed out properly with proper explanation. After that is done, I make the Experience Letter for the exiting Intern.
- **Maintaining and Updating Personal Files** – Nestlé maintains separate files for each of their employees which consists all the papers from the beginning of the employee's joining till date. Starting from the employee's CV, academic papers, medical records, performance evaluation form till salary statement everything has to be there in place. I make sure all the necessary papers are there, and whenever additional paper is generated that it is placed in the respective file.
- **Maintaining and updating Intern Master file** – This is an Excel file that consist of all the information of the Interns were and are presently working now at Nestlé Bangladesh Limited. I am assigned to update the file with all the necessary information about every Intern, and updating anyone who has joined and exited.
- **Generating reports for Leave, Infant Scheme, and Medical Scheme** every month and at the end of every quarter.

I have also been part of few group and individual projects and currently working on some more.

- **Revamping the Personal File Shelf** – It was a project that was assigned to me to do all by myself. I made a layout of how I was planning to redecorate and rearrange the files, and took approval from my supervisor. It came out pretty nicely as I arranged the files according to the respective department and the employee ID. I numerically coded them so that they are easy to find.
- **Auditing Personal Files** – This I completed with the Rewards Team within the time assigned to us.
- **Rearranged and Updated the HR Policies Folder** – I worked on this project individually and rearranged all the current Nestlé Bangladesh HR Policies that are in practice now and number coded them serially so that they can be found easily whenever needed.

- **Worked in a group that launched a program for Underprivileged children –**  
It was a New Year Program for the underprivileged children of “Maa er Anchol”, a NGO working for the street children.
- **Worked on the OMP board** and updated it for the whole coming year.
- **Was assigned with the MD** of the company for one whole week, to work as his Strategic Support since the employee filling this position was on a leave.

### **2.3 Different Aspects of the Job performance**

This Internship program has given me a lot of opportunity to learn, to work on my weaknesses and show my potential. This role as a Rewards Intern has given me a lot of chance to improvise the work that I do, and a lot of exposure in the company as well. I have learned a lot during this tenure till now and still learning. Having said the positives, one negative can be the work gets very lengthy and tedious at times. But nothing beats the good working environment that we get here. Even boring work gets enjoyable in such a lively work place.

Performing well in a job always has its value and return. In Nestlé Bangladesh Limited, good performance is being rewarded just as bad performance is criticized. We have formal on paper Performance Evaluation every month assessed by our supervisors to monitor our performance. Our improvement areas are assessed from this as well as any good performance is praised. The evaluation gets recorded so that whenever some intern applies for any permanent position, this evaluation can be referred to.

## **3.0 Project**

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### **3.1 Objective of the Report**

Objective of this report “**Human Resource Management of Nestle Bangladesh Limited & its Various Functions**” is to uphold the Human Resource department of Nestlé Bangladesh

Limited and its different functions. Here I have tried to reflect how each of the HR functions work and support the organization as a whole.

### **3.2 Methodology**

Data for the report has been collected from both primary and secondary sources.

- a. **Primary Information:** Several depth interviews have been conducted with the concerned managers of the HR functions of Nestlé Bangladesh along with their respective interns to get as much as possible the clear picture of the work they do.
- b. **Secondary Information:** Secondary information has been collected from Nestlé website, Nestlé intranets and other related web sites and journals.

### **3.3 Limitations**

Due to a recent Nestlé Bangladesh Policy, getting detailed information from various sources was difficult because the authority needed to be completely sure that I am not sharing anything that is confidential. So this report had to go through a lot of filtering and I could only reflect on the basic general information and processes.

## **4.0 Human Resource Management of Nestlé Bangladesh Limited**

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Nestlé recognizes that their employees are the key to their success and nothing can be achieved without their engagement. Nestlé Human Resource Managers at all levels are more concerned with leading and inspiring people to add value to the Company and society rather



than with exercising formal authority. This calls for a high personal commitment of each employee and a common mindset geared towards results. The team is effective, engaging and inspiring, and to be that they believe in “walk the talk” and lead by example in their daily work; in this context, actions speak louder than words. Therefore, at Nestlé, in addition to professional human resource skills – and regardless of origin, nationality, religion, race, gender, sexual orientation and age – the capacity and willingness to live up to the Nestlé Culture and Human Resource principles are the key criteria for progressing the organization.

Line managers have the prime responsibility for building and sustaining an environment where people have a sense of personal commitment to their work and give their best to ensure our Company’s success. They care for and develop the leaders of tomorrow. Line managers decide on all people matters under their influence, within the boundaries set by the policies and principles, acting as the final decision makers. The Human Resources (HR) structure enables and empowers them in establishing business needs and their corresponding people requirements. Therefore, the mission of HR managers and their teams is to provide professional guidance to line managers aiming to deliver superior business results by optimizing the performance of our people, while ensuring exemplary working conditions.

The long-term success of the Company depends on its capacity to attract, retain and develop employees able to ensure ongoing and sustainable growth. This is a primary responsibility of all managers. The Nestlé policy is to hire employees with personal attitudes and professional skills enabling them to develop a long-term relationship with the Company. Therefore, special attention will be paid to ensure there is a strong alignment between a candidate’s values and the Nestlé culture. Only relevant skills and experience and adherence to the Nestlé principles will be considered in employing a person. No consideration will be given to a candidate’s origin, nationality, religion, race, gender, disability, sexual orientation or age. Whilst adequate recruitment tools may improve the hiring process, the decision to hire a candidate remains in the hands of the responsible manager, supported by the HR team.

Nestlé is committed to providing the employees all over the world with good working conditions, a safe and healthy work environment, and flexible employment possibilities that

support a better balance of private and professional life consistent with our ambition as a leading Nutrition, Health and Wellness Company. As such, they provide flexible working conditions whenever possible and encourage their employees to have outside interests especially community involvement. Those with line management responsibilities are required to take personal ownership of safety and health within their area of responsibility and are encouraged to develop their capability in this area. Nestlé's commitment however goes beyond its own employees. They care about all people working inside or outside their premises under contractual obligations with service providers and they insist that they also take steps so that adequate working conditions are made available to them. Nestlé believes that it is essential to build a relationship based on trust and respect of employees at all levels. They do not tolerate any form of harassment or discrimination. Therefore, managers are committed to build and sustain, with their teams, an environment of mutual trust. HR ensures that a respectful dialogue is present and the voice of the employees is heard.

Since its founding, Nestlé has built a culture based on values of trust, mutual respect and dialogue. Nestlé management and employees all over the world work daily to create and maintain positive individual and collective relationships, and are expected to do so as a core part of their job. Nestlé not only upholds the freedom of association of its employees and the effective recognition of the right to collective bargaining, but also ensures that direct and frequent communication is established in the workplace. While dialogue with trade unions is essential, it does not replace the close relationship that our management maintains with all employees. In the spirit of continuous improvement, we encourage two-way dialogue with our employees that go beyond the traditional aspects of collective bargaining in order to share knowledge and to jointly find opportunities related to important matters such as Creating Shared Value, the health and safety in the workplace and our concern for the environment. The Company and employee representatives are expected to make all necessary efforts to develop fair and constructive dialogues, overcome the difficulties that they might encounter, reach sustainable agreements and implement them.

Nestlé is committed to continue the journey to establishing flat and flexible structures with minimal levels of management and broad spans of control, which enable people development, increase efficiency, and ease implementation of our “Nestlé Management and Leadership

Principles”. Less hierarchical layers call for increased cooperation between colleagues. This is what will make the organization more flexible and more accountable. Indeed, it supports today’s and tomorrow’s business requirements for an agile and innovative company working with ever competitive intensity. These simple beliefs have inspired them to create an environment that puts the emphasis not just on individual responsibility and autonomy, but also on a strong willingness to support others, to work in multi-skilled teams, and to cooperate rather than to compete internally. A dynamic organization creates a climate of innovation and allows people to think from different perspectives. At Nestlé they encourage their people to take risks. Mistakes may be made but there is always a willingness to correct and learn from them. They combine the scope and brand strength of a global company with the creativity and knowledge of a local business. As a result, people can have far-reaching influence every day and explore their full long-term potential, propelled by continual support and a collaborative approach by line managers and employees.

To achieve all these Human Resource department has its different functions that works in alignment with the HR Policies and the goals of the company.

#### **4.1 Rewards**

As the leading Nutrition, Health and Wellness Company, Nestlé’s name is instantly recognizable throughout the world. But what attracts new hires and keeps current employees engaged is not only remuneration and benefits based on solid performance. It is also about the hard earned value and trust that their name brings to those who work with them; the relationships with the line managers and fellow workers; recognition and experiences enjoyed while working for a diverse global company; and possibilities to learn and grow. These are as a whole, the Rewards employees receive. Nestlé, therefore, focuses on Fixed Pay, Variable Pay, Benefits, Personal Growth and Development and Work Life Environment as the key elements that define Rewards. In the spirit of developing a high performance culture, those elements need to correspond to what is valued by employees in each and every market, and which demonstrate how Nestlé is committed to giving each employee the opportunity to grow, evolve and contribute. Nestlé Rewards programmes must be established within the social and legal framework of each country, and with respect to applicable collective agreements. It is the responsibility of each manager to propose the remuneration of their employees within the framework of Company policy. Sufficient time should be spent with

each employee to explain her or his specific situation in terms of remuneration and benefits, if needed with the support of HR management, in order to communicate properly, clearly and with sufficient transparency.

It is important to remember that Rewards need to correspond to what is valued by employees in each and every Market in alignment with our Nestlé principles, culture and the aspirations of our current and potential new employees. Total Rewards must be in line with Nestlé's corporate governance framework and applied within the local, legal and socio-economic environment. There is a certain degree of discretion in designing programmes to ensure compliance with prevailing legislation or comparability with local trends and practices. It is also important that the "Total Rewards" picture should be simple to understand and competitive.

Reward principles are influenced by individual performance as well as various factors such as competitive market practices, cost considerations and business results achieved both locally and globally. Rewards programme should encourage the same coherent approach within the organization, both at the Group and local level. Human Resources, Pensions and Finance should be involved to balance all considerations. Nestlé has a long-term vision of being competitive in the market place. In this context, the total "employee package" needs to be taken into consideration. This means that all the components of Rewards have to be established in harmony with each other.

Rewards include:

- **Fixed Pay** – It comprises of the Base Salary which is the foundation of total remuneration. In most cases, the other elements of remuneration are built on or linked to it. Regular surveys are used as a benchmark to determine our competitive positioning in the marketplace. Nestlé is committed to a pay for performance culture which endeavors to differentiate pay levels on an individual performance basis. Base salaries and wages are determined locally within the corresponding salary structure, which should be set at a level reflecting local market practices, slightly above the median. Actual base salaries and wages, however, can be set between the market median and the third quartile of comparative competitor levels obtained through appropriate and reliable survey providers. The exact salary positioning depends on the salary decision factors.

The local competitive market is defined as a group of companies made up of Nestlé's prime competitors. These are multinational companies in the Fast Moving Consumer Goods sector, as well as any other relevant competitors in the local employment market. Base salaries are reviewed periodically, normally once per year. However, under extraordinary circumstances, an additional review could be considered. The annual salary review date is 1 April. Salary reviews should be guided by individual performance as well as internal equity and external competitiveness. In addition, the overall situation of the employee such as potential, future development plans, the pace of previous increases and recent salary adjustments should also be kept in mind when deciding on a salary increase.

- **Variable Pay** - The purpose of variable remuneration schemes is to stimulate the entrepreneurship of participating employees and to ensure that they are motivated to perform even beyond expectations. The objective is also to support employees' participation in the successes of the Company. The individual's eligibility for a variable pay scheme depends on the framework defined at Group level and local Market conditions. One variable pay is the Short-Term Bonus (STB) provides an opportunity for recognizing employees who deliver tangible results for the business, against agreed targets. STB target levels are expressed as a percentage of Annual Base Salary in line with the corresponding framework determined at Group level and prevailing local Market practices.

Alignment of objectives and Short-Term bonus payout is based on achievements against expected Collective and/or Individual factors defined at the beginning of the performance period, typically a calendar year. In general, a balanced combination of Collective and Individual objectives is recommended. To successfully deliver our business strategy and support our Performance Culture, the objectives must be based on the Business Unit's strategy, which is aligned with the Nestlé Strategic Performance Framework. Collective objectives are based on business targets shared with others, cascaded from a higher level which implies an indirect and collective responsibility. In addition, the STB should include individual business or functional objectives with direct and individual responsibility, e.g. quantitative or qualitative

business or individual performance objectives, quality standards, or sustainable improvements to methods and processes as outlined under Result Focus in the Nestlé Leadership Framework. Objectives are defined by the manager in agreement with the employee, in a Specific, Measurable, Achievable, Realistic, and Timely (SMART) way.

- **Employee Benefits** - As an Employer of Choice, Nestlé wishes to provide comprehensive and competitive Employee Benefits as part of the Total Rewards package:
  - Benefit programmes represent a substantial financial commitment on the part of the Company and often also of the employees. To leverage the value of the benefits offered to our employees, and whenever appropriate and in line with local competitive practice, employees can be given, the flexibility to choose the level and/or type of benefits best suited to their individual needs, circumstances, family situation and/or life cycle stage.
  - Benefit programmes have to be affordable and sustainable. Their design and delivery must be in line with Company guidelines as well as with local conditions and practices in each country, and at all times compliant with local mandatory and social security requirements. Depending on the specificity of each Market, the benefit programmes offered may include some or all of the following benefits:
    1. **Pension and Retirement Schemes** - Such benefits aim to support employees in ensuring an adequate standard of living after retirement, according to local standards and in addition to State/social security benefits, personal savings and/or other individual retirement financial arrangements.
    2. **Insurance Benefits** – These aim to provide protection against risks such as illness, accident, death and disability with the accompanying financial consequences. Depending on market practice and requirements, these programmes are usually provided to the employees on a contributory basis, in addition to the occupational and/or mandatory/social security workers' compensation benefits in case of work-related disability, accident or sickness.

- 3. Medical Benefits** - Medical benefit programmes aim to provide access to quality healthcare and/or health insurance benefits in case of illness and/or accident. This scheme will be applicable for all Manager/Executive/Officer including one named spouse and two named dependent children up to the age of 21 years. The outpatient limit of the manager/executive/officer is 90% of the actual expenses for self and family subject to a certain amount per calendar year. For the purpose of operations and hospitalization, they are entitled to get the actual expenses for self and family. The policy also covers expenses for prescribed medicines, clinical examination, dental related treatments, pregnancy, spectacles and medical check-up.
- 4. Executive Health Checkup** - This policy will be applicable for all Permanente Management Employees. The company Employees are required to maintain good health at all times. Therefore, employees whose age is 40 and above will be entitled to avail Executive Health Check up once in a year and those whose age is below 40 years will be entitled to avail Executive Health Check up once in every two years in addition of existing company medical scheme policy.
- 5. Complementary Product Gift** - This Policy is intended to define a guideline in connection with monthly Complementary Company Product distribution to all the permanent employees of Nestlé Bangladesh Limited. Company products will be provided to all permanent employees once in every quarter as per the assortment.
- 6. Infant Feeding Scheme** - The Company encourages all female employees, spouse of male staff to breast feed their babies for as long as possible. The company will provide free of charge to all female employees or spouse of the employees, certain selected products marketed by the company, until the baby reaches pone year of age.

- 7. Leave Fare Assistance** - This policy will be applicable to all confirmed management employees i.e. officers, executives, managers and directors other than expatriate employees of Nestlé Bangladesh Limited. This allowance will be given to employees in order to meet up relevant expenses during vacation. The leave fare assistance is equivalent to one month's basic salary per calendar year.
- 8. Marriage Gift Policy** - Nestlé Bangladesh Limited gifts its employee with a token of appreciation on his/her wedding. This marriage gift of certain amount will be given to all permanent employees of Nestlé Bangladesh Limited for their first marriage.
- 9. Gratuity Scheme** - The entitlement of gratuity scheme is based on length of services in years multiple by last drawn basic salary considering the following factors
- 10. Recognition Scheme** - Nestlé recognizes the extra ordinary efforts and celebrating the success are key positive contributors towards achieving a performance driven culture within the organization. The employee contribution should be over and above his/her/their usual expectations of the role. This could be a one-off incident or it might be reflection of excellent contribution over a period of time. The proposal for the nomination of recognition scheme can be made either by the Heads of Functions or the Line Managers. This is open to all permanent employees of the organization, whether they are in the same or other Functions.
- 11. Staff Sales Policy** - This policy is intended to define a guideline in connection with purchasing Company products by all permanent employees of Nestlé Bangladesh Limited. Staff-sales can be availed through Staff Sales Shop located in both Head Office and Factory. These Shops are operated by a Company nominated third party Distributor. All eligible employees can collect products from Staff Sales Shop against filling a product request form and showing the Nestlé ID Card. Field Forces (Sales & Nutrition) will take their staff sales from respective Distribution point. They will purchase the product



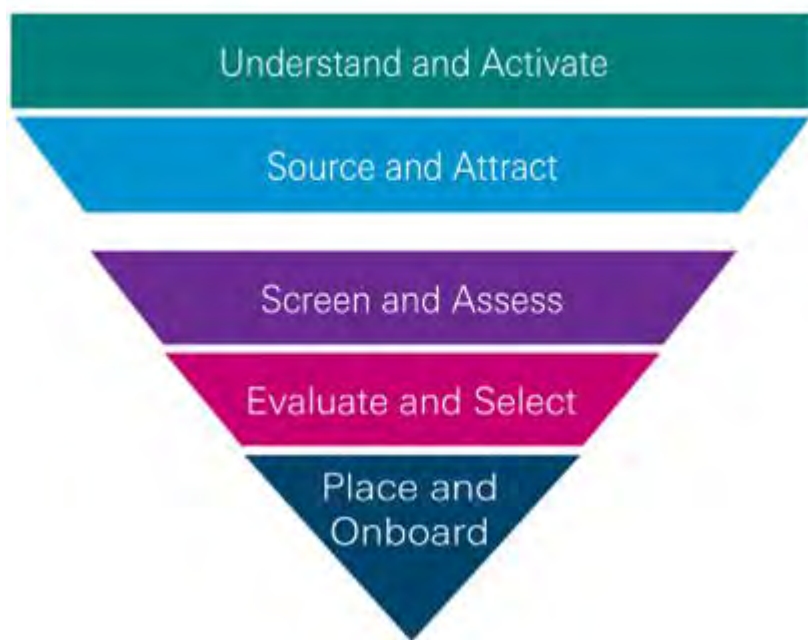
at Trade price and will claim the difference amount from Staff sales Price with personal expense claim.

- **Work Life Environment** - An inspiring Nestlé Work Environment is a requirement in attracting, retaining and engaging our high performing Nestlé talents. This depends on the level of trust each employee has in Nestlé and our ability to truly live our values and principles. Nestlé, within the cultural-social context of each Market, aims to promote a healthy and positive lifestyle at work and outside of work, and is thereby committed to providing:
  - ✓ A positive and inspiring work-life environment which supports a good balance between work and personal life.
  - ✓ Opportunities to participate and contribute in volunteer programmes, where appropriate, that leverage the Creating Shared Value (CSV) principles that are important to us.
  - ✓ Work-life flexibility whenever possible in order to provide a framework in which specific individual circumstances such as life stages/cycles are taken into account.
  - ✓ Lifestyle and Wellness programmes,,whereby, and wherever feasible, the Company endeavors to provide access to various forms of employee assistance programmes including dependent care, counseling, fitness centre affiliations, smoking cessation programmes, stress management programmes, health screenings and other workplace convenience services.
  - ✓ A safe and caring environment where safety and health is a fundamental value.

## **4.2 Talent Acquisition**

Talent Acquisition is a strategic function with a firm commitment to continuous strengthening of the ability to attract the right talent to Nestlé. Talent Acquisition has to build and continuously enhance the capabilities to respond to the complex and varied selection needs in the Markets.

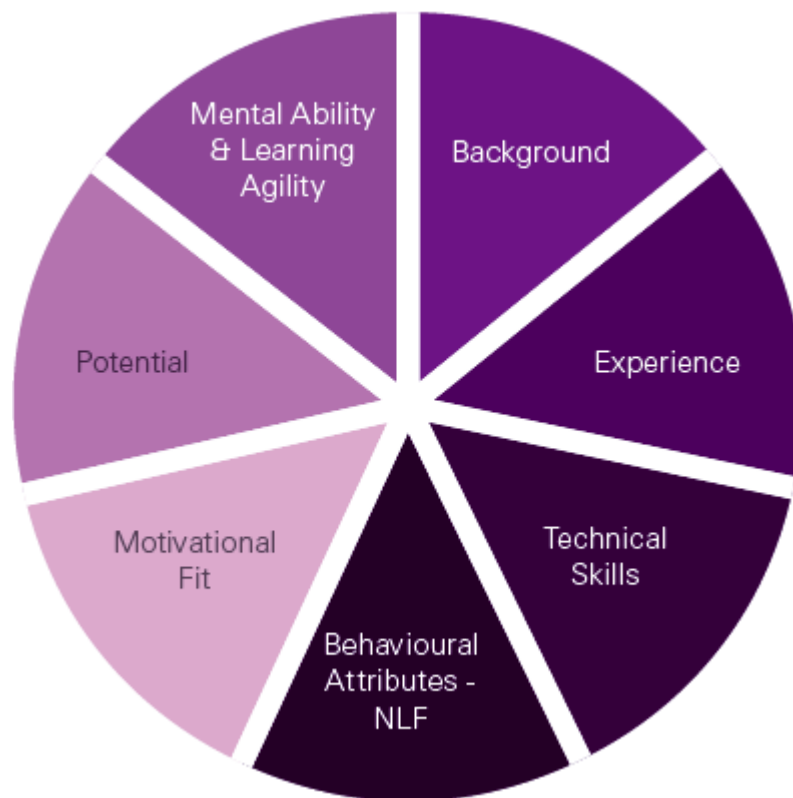
Whenever there is a position opening or need of an employee, Talent Acquisition starts searching for candidates by the following steps:



- **Understand & Activate** – This is the first stage of understanding the job and the candidate profile. This is the first step in building a successful Talent Acquisition Strategy. Initiating the selection process with high-quality inputs and a deep understanding of the position can be achieved by identifying and focusing on what matters and what defines success in the job.
- **Source & Attract** - This stage starts with the implementation of the agreed sourcing strategy following the Job Briefing meeting, attracting the right candidates to apply through the right sourcing channels. The extensive use of professional and social networks and internet search engines along with the increasing competition for passive candidates has made sourcing one of the most important activities in Talent Selection. By planning and executing the right sourcing method and through the use of the most effective channels, talent selection teams can ensure attracting and engaging with a high caliber pool of candidates. Efficiency across the selection process is driven by reducing the overall selection spent, avoiding agency fees and job board expenses and lessening the time spent in assessing and interviewing candidates which will decrease the overall duration to fill the job.

- **Screen & Assess** - This stage covers activities from screening, to tasks associated with assessing candidates who passed the screening stage until the completion of the last step in assessing potential applicants.

The purpose of an effective Talent selection process is to collect enough relevant information about shortlisted candidates to make an informed hiring decision while minimising risks. There are many areas that can be assessed in a selection process. The main purpose of screening applicants is to increase the efficiency of the selection process by eliminating unqualified candidates and focusing on those meeting the main criteria for the job. The key to an efficient screening process is a clearly defined job and candidate profile combined with the use of the appropriate tools. Following are some of the traits the candidate is judged on.



- **Evaluate and Select** – This stage of the selection process starts with scheduling the Hiring Decision Meeting and includes offer preparation, sharing with the selected candidate and giving feedback to unsuccessful ones. The Hiring Decision Meeting is initiated and facilitated by the Talent

Acquisition team, during which the presence of the Hiring Manager and the other interviewers that were involved in the interviewing process is required. In this meeting, all the interviewers confront with their initial evaluations of the interviewed candidates, discuss their feedback and recommendations and decide on the next steps. The meeting gives the recruiter the opportunity to influence the decision making by giving recommendations and highlighting concerns. They then:

- ✓ Evaluate each candidate individually against the Job Success Profile and the information you collected from the Job Briefing meeting. The candidate's evaluation should take place as soon as the interview and/or the assessment finishes.
  - ✓ Compare and benchmark the shortlisted candidates following the completion of all the assessment steps in the selection process. Before making a recommendation on the overall suitability of each candidate, do the comparison and benchmark all candidates against one another and finally against one of the strong performers in the team.
  - ✓ Debrief on the results of each candidate with the other interviewers/assessors in the meeting. The hiring decision meeting should take place shortly after the last assessment step has been concluded- ideally within the next two days.
  - ✓ Decide on the best candidate for the position. The interviewers should strive to reach a consensus. However, if consensus is not achieved, the hiring decision will be made by the Hiring Manager after taking into consideration the recommendations of all interviewers. Hiring decisions should always be objective, unbiased and based on evidence.
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- **Place and Onboard** – The best candidate hired and preparation to take him/her onboard starts.

### **4.3 People Development**

At Nestlé, a high performance culture supported by differentiated rewards and development is key to the delivery of individual and business objectives. This is driven by the alignment of clear and challenging responsibilities and ensuring that employees are aware of how their work impacts Nestlé. The line manager and employee work together to ensure that challenging objectives are set and effectively evaluated throughout the year. This further enables managers to acknowledge high performance and reward employees accordingly, while ensuring low performance is properly managed with integrity. Employees receive regular feedback on their performance and career aspirations through a variety of tools and processes such as the Performance Evaluation process (PE), the Progress and Development Guide (PDG) and 360° assessments. Each manager dedicates the necessary time to the monitoring of objectives and regular coaching of employees through the year. Each employee, supported by the line manager, is in charge of her or his own professional development, whereby the employee is encouraged to express career objectives and expectations in an open dialogue. We aim to retain and motivate employees by offering attractive but realistic career moves allowing them to develop their skills in the long-term. Given the importance Nestlé puts on cultural diversity, employees who are interested in international assignments can be given the opportunity to work in different countries. The international dimension of the Group is used as a competitive advantage to retain and develop talented people.

At Nestlé, promotions are based on sustained performance from a results and behavior standpoint, as well as future potential. The Company undertakes an active and rigorous succession planning process at all levels of the organization to ensure that there is a strong pipeline of successors ready to meet future needs. We are committed to ensuring sustainable conditions for a gender balanced and diverse company. As such, Nestlé has focused on removing barriers to career progression for women and men by developing a more flexible work environment, initiating mentoring schemes, having flexible career paths and providing dual career support. HR management provides the support for implementing the necessary tools, and partners with line managers to prepare the resources necessary for the continued development of people and the Company.

#### **4.4 Learning, Training & Engagement**

Learning is part of the Company culture. Employees at all levels are systematically encouraged to consider how they upgrade their knowledge and skills. The Company determines training and development priorities. The responsibility for turning these into actions is shared between employees, line managers and the Human Resources. Experience and on-the-job training are the primary source of learning. Managers are responsible for guiding and coaching employees to succeed in their current positions. Nestlé employees understand the importance of continuous improvement, as well as sharing knowledge and ideas freely with others. Practices such as lateral professional development, extension of responsibilities, and cross functional teams are encouraged to acquire additional skills, enrich job content and widen accountability. Nestlé also offers a comprehensive range of training activities and methodologies to support everyone's learning and growth. Attending a programme should never be considered as a reward but as a component of on-going development. Additionally, corporate leadership programmes help us develop and retain the best-qualified management. Leaders have the opportunity to attend either international training courses, which build integrated business understanding and solidify and reinforce Nestlé values and principles, or programmes conducted by their strategic learning partners.

Most of the trainings are given internally, some are given externally. Some of the common trainings that are given are:

##### **For Organizational Knowledge:**

- **Overview of Nestlé Leadership Framework** -To enable employees to develop understanding around Leadership Behaviours. Discussion on these behaviours, share examples and case studies on practising the above, invite individual experience sharing
- **Nutrition Quotient Introductory Training** - To raise the level of nutrition knowledge across the Company and to increase the credibility and ability to add value to Consumers' lives
- **Product Knowledge** - Gain the knowledge of all NBL product categories and understand the NBL product portfolio, target group, Product specification,

Pricing, legal compliance, benefits, features, communications, competitions etc. After this course participants will be able to understand about all NBL product categories, which product for whom, basic ingredients, target customers, contribution to the business etc.

- **Proud to be Nestlé** - To build a deep sense of pride in Nestlé, its legacy, history, values and dynamic & vibrant culture that promotes "Unleashing 100% People Potential".

### **For Leadership Skills:**

- **Everyday Coaching for Leaders** - To prepare you to be everyday coaches and understand the importance of creating a coaching culture at Nestlé.
- **Leadership Through 360 Degree Feedback** - The program has been designed around Nestlé Leadership Framework, and provides useful insights about Leadership roles, qualities & behaviours.
- Value Creation Workshop
- **Unlocking Personal Capability** - Personal commitment to achieve business objectives, keen sense of business priorities
- **Interpersonal & Networking Skills** - Build interpersonal & networking skills which today are imperative in making business dealings both with the external clients as well with internal stakeholders.
- Competency Based Interviewing Skills
- **Presentation Skills** - To provide the participants with required tools and techniques in order to develop and deliver an Effective Presentation so that s/he can use these skills while making presentations on the job
- **Communication Skills** - To learn the basics of communication and to avoid common mistakes of business communication, to reduce the misunderstanding while communication and take advantage of nonverbal communication, to achieve and produce the maximum from communication
- **New Managers' Workshop** - Within the organization, new Managers are those employees who transit from being individual contributors to team leaders. These new managers are not only responsible for their job but also for the work that is done by

their team members. Hence it is important to equip them with necessary people management skills & sound understanding of HR processes for managing teams.

## **5.0 Recommendation**

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After working in Human Resource department of Nestlé Bangladesh for five months and the small scaled research that has led to this report, I can say the HR practices here are as good as it claims to be. But of course there is always room for improvement. Few points I felt they could work on are:

- Arrange more outdoor employee engagement activities. In this case HR should come out with a stronger voice about the importance of these kinds of activities and let the budget not be an issue.
- Go for even better competitive salary package. This way they will be able to retain even more employees
- Arrange membership opportunities for its management employees in different clubs
- May initiate a Day Care Center for employees with babies to retain working mothers.

## **6.0 Conclusion**

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People are the center of all attention in Nestlé Bangladesh Limited. They try to maintain good work life balance and provide individual mental peace for better efficiency at work. Dynamic Development culture and transparency in performance management are considered as their asset. They focus on employee performance and look for scopes to add value and make the individual more effective and better performing. Nestlé Bangladesh thus through their efficient HR team is trying to achieve continuous excellence, giving the employees a better work environment, making them feel there is more to life at Nestlé.



## 7.0 Reference

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- Nestle Intranet
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