Report On

Compensation Strategies for Employee Engagement and Sustainable Growth in Agile Minds Solutions Ltd.

By

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

Supervisor

Associate Professor, **Dr. M. Nazmul Islam**

BRAC Business School

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November 2025

Declaration

I declare the following information to be true.

The internship report titled "*Compensation Strategies for Employee Engagement and Sustainable Growth in Agile Minds Solutions Ltd*." represents my authentic work which fulfills my Master of Business Administration (MBA) requirements at BRAC University.

The report exists as an original document which has not been presented to any academic or professional institution for evaluation. All secondary source materials used in this report receive proper acknowledgment through referencing.

Student's Full Name & Signature:

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Letter of Transmittal

02 November, 2025

Dr. M. Nazmul Islam
Associate Professor
BRAC Business School
BRAC University
Kha 224, Pragati Sarani, Merul Badda, Dhaka 1212, Bangladesh

Subject: Submission of Internship Report

Dear Sir,

This is to inform you that I have attached my report with respect to my internship experience at **Agile Minds Solutions Ltd**. (August 3 - November 4, 2025).

The project called Compensation Strategies of Employee Engagement and Sustainable Growth was an opportunity to implement our coursework into a real-life situation. It was an eye opener to realize that the compensation decisions have a direct bearing on the long-term organizational health. The knowledge presented in this report is based on my observations at my workplace on daily basis and not mere research on paper.

I have taken into consideration the changes that you mentioned in our previous review. It has been an uphill learning curve, but your advice has enabled me to put my unrefined experiences into a systematic analysis.

Feel free to contact me on any aspect of the report in case of queries. Thanks to your assistance during the semester.

Best regards,

Afsana Faiza
ID: 22264069
BRAC Business School
BRAC University

Non-Disclosure Agreement

This agreement is made between **Agile Minds Solutions Ltd.** and the undersigned student of **BRAC University**.

I, **Afsana Faiza** (ID: 22264069), hereby declare that all confidential information related to the organization including, but not limited to, financial data, HR policies, and internal documents accessed during my internship will remain strictly confidential. I will not disclose this information to any third party or use it for any purpose other than fulfilling this academic requirement.

Student Signature: ____________________
Name: Afsana Faiza
ID: 22264069
BRAC University

Authorized Signatory: ____________________
Name: Mir Asif Azam Chowdhury
Designation: Senior Manager, HR
Organization: Agile Minds Solutions Ltd.

Acknowledgement

I am starting by thanking Almighty Allah, Alhamdulillah! for the sheer endurance and patience needed to finally wrap this report up. It was a long road.

A massive thank you goes to my main guide, Dr. M. Nazmul Islam, Associate Professor at BRAC Business School. He gave me the clearest roadmap. Seriously, the way he helped me bridge the gap between textbook theory and the messy, real-world HR stuff I saw at Agile Minds? Crucial. His practical feedback defined the direction of this study.

I also want to acknowledge co-supervisor, Dr. Rabiul Basher Rubel, Associate Professor who pushed me the hardest. His input was often the fire that forced me to tighten the logic and make sure the whole argument truly held together. I am truly grateful for his time.

And a huge shout-out to Mr. Mir Asif Azam Chowdhury at Agile Minds. He’s the Senior HR Manager who didn't just give me data; he opened up and genuinely explained why they do things the way they do. That kind of real-time mentorship made the practical analysis in this report possible.

Last, but definitely not least: my family and friends. For all the patience and that constant stream of motivation especially during those brutal late nights. They kept me reasonable and sensible. Thank you for all of your endless support.

Executive Summary

This report wraps up my three-month project (August 3–November 4, 2025) embedded in the HR division at **Agile Minds Solutions Ltd.** This wasn't just an internship; it was a practical, deep dive into how rewards really shape the modern workplace.

The core challenge at Agile Minds is their sheer complexity: they manage operations across retail, FMCG, and technology. The study focused on one main question: How exactly are they designing compensation, and what is the true impact on crucial metrics like **employee retention, motivation, and sustainable growth**?

My analysis wasn't based on theory alone. The data is straight from the source: it came from daily observations, my assigned tasks, and frank, on-the-ground discussions with management. I cross-checked all of this (primary data) against their internal policies, appraisal tools, and official documents (secondary data).

The good news is that compensation here is **holistic** it goes well beyond the basic paycheck. They use strong performance incentives and development opportunities, which successfully align individual employees with the company's big-picture goals.

But here's the critical takeaway: While motivation is generally supported, the firm has clear, fixable gaps in long-term retention. To gain a competitive edge, Agile Minds needs to refine three specific areas: they must be more precise with **pay benchmarking**, much clearer about **career progression paths**, and significantly better at making the **link between great performance and rewards** immediately visible.

In the final section of this report delivers specific, actionable strategies, based entirely on the evidence gathered. Implementing these steps will close those retention gaps, boost employee engagement, and ensure the company's growth remains solid and sustainable.

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Acronyms

- **HR** – Human Resource
- **HRM** – Human Resource Management
- **HRIS** – Human Resource Information System
- **KPI** – Key Performance Indicator
- **CSR** – Corporate Social Responsibility
- **FMCG** – Fast-Moving Consumer Goods
- **L&D** – Learning and Development
- **ISO** – International Organization for Standardization
- **EMS** – Environmental Management System
- **C&B** – Compensation and Benefits
- **Power BI** - Power Business Intelligence

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Chapter 1: Overview of Internship

1.1 Student Information

This is my MBA internship report and I'm Afsana Faiza (Student ID 22264069), and I'm submitting it as part of the BRAC Business School program. My major focus, naturally, was **Human Resource Management (HRM)**.

I wrapped up the internship itself at **Agile Minds Solutions Ltd.** I worked right inside their Human Resources Department, with the support and supervision of **Mr. Mir Asif Azam Chowdhury**, the Senior Manager, HR.

1.2 Internship Information

Agile Minds Solutions Ltd. they're complex. I mean, they manage to juggle FMCG, retail, *and* technology. Their strategy is crystal clear: customer focus, non-stop innovation, and HR decisions that are **data-smart but still genuinely people-centered**.

I was right inside the HR & Administration team for those three months (August 3 to November 4, 2025) as an Intern. **Forget shadowing.** It was total, hands-on immersion: I was helping with compensation paperwork, seriously examining the performance evaluation setup, and pitching in directly on employee engagement tasks. The biggest moment, honestly, was watching classroom policies **morph** into real, daily team decisions. That's what instantly connected my academic theory to what the teams actually needed.

Mr. Mir Asif Azam Chowdhury (Senior Manager, HR) was a fantastic mentor. His guidance wasn't just consistent it helped me frame the issues and, crucially, showed me the tight link between compensation strategy and things like motivation, retention, and long-term business health. I definitely came away with an HR understanding that's **practice-ready**.

1.3 Responsibilities as an Intern

While at Agile Minds, I immediately dove headfirst into the daily operations. My special areas of interest? Compensation and employee engagement. Here’s a quick breakdown of what I actually did:

- **Payroll & benefits:** My job was to help make sure everyone got paid accurately and on time. That meant meticulously checking monthly attendance, leave adjustments, and payroll updates.
- **Compensation analysis:** I compared our internal pay scales against market benchmarks. It was eye-opening to pinpoint exactly where we needed to potentially adjust salaries to stay competitive.

- **Performance reviews:** I wasn't just observing. I actively assisted in updating the review forms, tracking final appraisal outcomes, and making sure performance results were clearly linked to pay decisions.
- **Team Engagement tracking:** I took those long, raw engagement surveys and prepared simple, visual summaries for managers, quickly highlighting important trends in staff motivation and satisfaction.
- **HR records and HRIS:** Keeping employee files and digital records meticulously updated was essential. I handled all that sensitive data carefully confidentiality was key.

These assignments gave me tangible experience. I truly got to see how decisions about pay and recognition directly shape how well people perform and how engaged they feel. It finally brought the classroom learning right into the heart of the company.

1.4 My Contribution to the Company

During my time at **Agile Minds Solutions Ltd**., I focused on more than just the routine. I actively looked for small, practical ways to make the HR team's daily workload faster and more accurate.

- **Compensation tracking:** I actually built and upgraded the Excel templates (and updated the HRIS entries) just to make recording and reviewing pay changes significantly easier.
- **Short, useful summaries:** I prepared brief reports on salary benchmarking and engagement survey results, pulling out the few points managers needed right away.
- **Payroll cross-checks:** I matched attendance, leave, and payroll data to spot mistakes early and prevent payment delays.
- **Audit support:** I organized HR files and kept checklists up to date so internal audits were smoother.

Those changes immediately slashed the manual workload and made our monthly HR operations run much cleaner. It proves that small, targeted fixes can have a huge, measurable impact.

1.5 Benefits from the Internship Program

This internship helped me grow at work and as a person. My main learnings were:

- **Real HR work:** I got hands-on experience with compensation, performance reviews, and basic engagement analysis. Seeing the daily process made the ideas from class feel real.

- **Basic data skills:** I learned to read HR data, find simple patterns, and explain what they mean for decisions (like pay changes or recognition).
- **Clear communication:** Talking with people from all the different teams was a massive learning curve. I had to focus on making my messages absolutely polite, short, and clear. That practice massively boosted my skills both in writing and in listening.
- **Teamwork habits:** I learned to share updates, ask for help early and meet deadlines. Small habits and big impact.

Ultimately, the internship successfully built a vital bridge for me: it connected classroom theory directly to real-company work. That was the most important step in my learning. Now, I have a clear understanding of how HR effectively supports both our people and the company's performance goals.

1.6 Problems Faced During the Internship

Convincing myself just by looking back at the internship, that small HR team implied triaging every day. Payroll first? Or come to that summary of engagements? I would tend to pick payroll- because that on time salary KPI was not going to hit 100% by itself. An instance of this is when in September 2025, I employed the Excel XLOOKUP function, and I performed a rapid pivot on the HRIS attendance file to identify the occurrence of duplicate leave records explicitly. That minor repair actually hashed some big error in payouts. Checklists helped too. It was designed to have limited access to data; thus, I was forced to work with high-level summaries and train on more to the point queries. I will not betray, in the beginning it was irritating and restricting. But later? It made my updates to be extremely concise. One page. Three points. The action plan. Done. And these fast touch-bases of Mr. Mir Asif Azam Chowdhury? They ensured that priorities were made clear and they saved me lots of work. The largest lesson that I am carrying with me is to plan early and further on, underestimate nothing and in any case shape data into a decision never leave it as another report.

1.7 Recommendations on Future Internships

In hindsight, a few minor changes may result in making the internship even more potent in the future:

Formal Day-1 Orientation: We must definitely carry out a formal Day-1 orientation. To any intern, a basic 60-minute orientation with the org chart, HRIS login checklist, and important policies would assist the intern to settle much quicker. A ten-minute tour of the attendance and payroll tabs was all that would have eliminated a ton of first-week questions!

Short Rotations Across HR: The version of the Program would be more beneficial to add small, two-week rotations across other teams, such as recruitment, L&D, or engagement, to provide the intern with a better idea of what HR can see. Just the process of shadowing one interview panel or one training needs analysis would bring a heavy dose of no-fluffy reality.

Timetable Timely Feedback Touch-bases: It only takes a short 20 minutes check-up with the supervisor (such as Mr. Mir Asif Azam Chowdhury) every alternate week. One KPI and one skill goal will be enough to keep the learning on track. The mere fact that there is a note saying What went well / What to improve / Next steps is just sufficient.

These are infinitely easy to implement steps, but would assist the interns to get running more quickly, come to learn more steadily, and use the feedback as instant action.

Chapter 2: Organization Part

2.1 Introduction

Agile Minds Solutions Ltd. is a reputed consultancy and outsourcing company specializing in FMCG, retail as well as tech. The philosophy is functional: provide such results that can be quantified. That manifested itself in trivial ways on day one (Aug 3, 2025) I was present at a 10:00 a.m. Teams stand-up where every squad presented one KPI and one blocker. Simple, fast, clear. The organization is agile and lite. There are cross-functional teams where the HR, Ops, and Analytics are located near and have to change context fast. It even made me make a decision: refurbish the deck, or make a refresh of the Power BI headcount view that the managers work with in reality. I picked the dashboard. The same afternoon people did just that. Local and international clients also entailed trade-offs of time zone and handovers. Also, there was some of the data in the HRIS attendance module which restricted access. I got to learn to demand the single measure that counts (e.g. on-time payroll at 100) and leave updates on one page. In retrospect, the culture compensates more swift results and un-messy execution rather than paperwork on paper, less decisions during the meeting.

2.2 Company Overview: Agile Minds Solutions Ltd.

Agile mind solutions Ltd. is a Bangladesh-based company operating in FMCG, retail as well as tech and it is highly execution-oriented. During my first week (Aug 2025) one of the managers commented, what can we decide today? and that summed it up.

Merit and transparency are not merely marketing messages within the company, but can be seen in the operation of pay and performance. Indeed, the on-time payroll KPI is 100% so, when I was required to decide whether to polish a slide or to eliminate a discrepancy in the attendance file of the HRIS, I made a choice to correct the file. People got paid on time. Besides, notes on calibration were provided in concise and clear summaries which moved bands and why did not take as long to learn to me and maintained trust.

In hindsight, the greatest lesson was to retain insights that can be used. One page. Three points. Next step. It was more of actual work than classroom theory, it taught me how to make small, practical decisions that can get results the same day.

Table 1: Compensation & Engagement Metrics - Peer Comparison

Company	Median Total Compensation (Tk)	Variable Pay Ratio (%)	Engagement Score (0–100)	Voluntary Attrition Rate (%)
Agile Minds Solutions Ltd.	800,000	15 %	78	9.5 %
Retail Tech Bangladesh Ltd.	820,000	18 %	81	8.0 %
FMCG Support Services Ltd.	770,000	13 %	75	10.2 %
Digital Ops Solutions	840,000	20 %	83	7.8 %

2.3 History & Growth Milestones

In retrospect, Agile Minds has become rapidly expanding but in a definite pattern. To start with, it continued to diversify in clients FMCG, retail, and tech. That felt deliberate. The question during the Sept 2025 review I attended was straightforward as it went: Where is our next win without incorporating the risk of concentration? It challenged teams to trade short-term earnings and a larger client base. Fewer eggs in one basket. Fewer surprises, too.

Second the company continued to develop the capacities that in fact deliver work analytics, digital operations, and category/retail excellence. It was trade-off: finish the story or offer the managers a work-tool at the end of the day. We chose the tool. People used it immediately.

Third, the systems within the person became mature. There were previously more ad-hoc processes; by the time of my internship the processes of pay, performance, and development had an HRIS through which they were followed. The structure simplified small decisions of the sort of decisions to approve, flag, or roll forward. It was also faster with feedback. Numbers and dates remain confidential, yet it is obvious that we are headed in a direction of having a bigger customer base, more effective implementation skills and HR systems that help the company achieve growth rather than pursuing it.

2.4 Vision, Mission, and Core Values

- **Vision:** Aim to build a solid, sustainable business by giving the people freedom and the best tools they need to constantly create new ideas and solutions.
- **Mission:** Their mission is to be unrelenting efficient. This means brilliantly leveraging top talent and technology to deliver business solutions all aimed at seriously boosting client satisfaction and keeping the team motivated and highly productive.

Core Values:

At Agile Minds, the values were manifested in everyday decisions and not posters. Honesty entailed clean handoff and no short cuts should a payroll check balance, we would correct the cause in the HRIS before transmitting the numbers. Fairness mattered, too. Calibration notes were brief and tractable such that individuals could understand the reason why a band varied. It built trust.

Innovation and learning were viable. When one of the managers required a perspective by 4 p.m., we delivered a fundamental Power BI slice and made it better the next day. Fast, then better. Teamwork was cross-functional; the HR, Ops, and Analytics had a common KPI during stand-up and had to define the ownership. Fewer emails, more decisions.

Diversity and inclusion were also observed as real in meetings where junior voices were listened to and the ideas evaluated based on merit. With regards to payroll, the time limit was 100%. Miss it, explain it, fix it. In retrospect, these values were effective in that they guided mini-actions in the form of what to do now, by whom, and how we learn about the same.

2.5 Lines of Business / Services

- **FMCG & Retail Enablement:** Category growth work, trade activation support, and simple store analytics that managers can use the same day. On one **Sept 2025** review, we dropped a long slide and shipped a quick **Power BI** view for “out-of-stock rate” instead. It moved decisions faster.
- **Technology & Digital:** Light process digitization, small automations, and clear dashboards. We often started with Excel or a basic script, then scaled if it saved time twice in a row. The trade-off was speed vs. polish ship the working version by 4 p.m., improve it tomorrow.
- **People Enablement (Internal):** Structured performance, pay, L&D, and engagement. HRIS workflows made steps clear who updates, who approves, by when. For payroll, the on-time KPI sat at **100%**, so if a report and a data fix competed, we chose the fix. People got paid on time.

2.6 Organizational Structure (Snapshot)

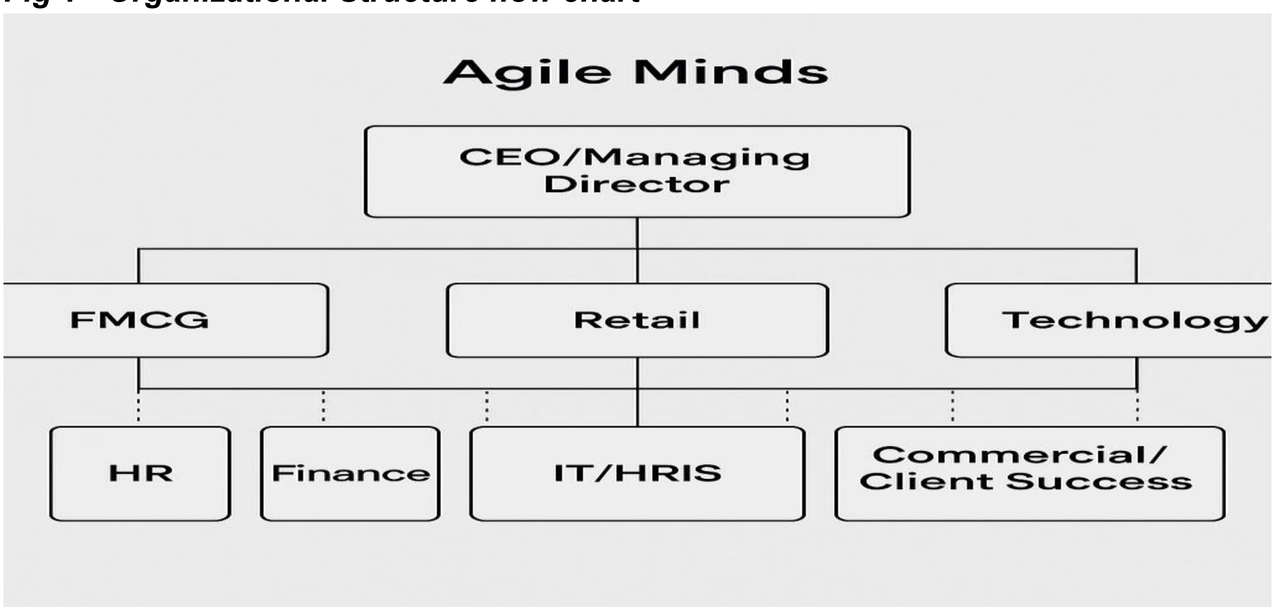
Agile Minds Solutions Ltd. has a lean, functional structure; therefore, the decisions are made in a short time and a team such as HR, Ops, and Analytics can coordinate and take action within a few minutes.

Structure:

- **CEO / Managing Director**
- **Business Units:** FMCG, Retail, and Technology
- **Enabling Departments:**
    - Human Resources (C&B, Talent Acquisition, Learning & Development)
    - Finance & Accounts
    - Information Technology (HRIS)
    - Commercial / Client Success
    - Legal & Compliance

This design guarantees strong correspondence between the company performance, employee performance, and rewards.

Fig 1 - Organizational Structure flow chart



2.7 HR and Administration Department Overview

People strategy is interconnected by the Human Resources and Administration team with business outcomes. On a day-to-day basis, it translates to clear policies, processing justice and straightforward apparatuses to ensure compliance and find contentedness among the people. Sometimes we compromise speed or apportionment as in the case of on-time payroll we can maintain it rigid at 100% by balancing this by correcting hashes before we polish the reports.

- Employee engagement and development
- Training and Development
- HR policy making and regulation.
- Talent Acquisition
- Performance Management
- Compensation & Benefits

2.8 HR Policies: Brief Overview

- **Recruitment and selection:** Role based interview and a small assignment will be administered to test real-life skills. The decisions are made more easily.
- **Onboarding:** Week one is basing on settling you down. We sort your email and HRIS log-in, demonstrate the tools, and demonstrate what good is in this position.
- **Leave and attendance:** Payroll remains up to date, and it is updated in the HRIS by 3 p.m. every day.
- **Workplace conduct:** Ethics in the workplace Dignity in the workplace, anti-harassment and equal opportunity.
- **Grievance and appeals:** This is a confidential reporting with an agreed time line; tracker is one page with owner and status of all.

2.9 Financial and Operational Overview

In order to have confidentiality, no particular financial figures are revealed. Agile Minds however uses a number of key performance measures that include:

- Revenue per full-time employee (FTE)
- Project margins and utilization rate

- Ratio of offers to join, rate of attrition, and score of engagement
- Share of revenue used in compensation

The indicators aid the HR team in causing the attainment of the business growth goals in line with compensation affordability.

2.10 Total Rewards Framework

The organizational philosophy of Agile Mind is based on the total organization of the compensation package which combines the reward in monetary form with the intrinsic motivation thus creating the daily interest and sense of value.

Three main pillars are the basis of the operations practice, which include: (1) clear governance, (2) prompt decision-making, and (3) the focus of remuneration on measurable performance standards.

- **Base pay:** Base pay is graded on job level and we have stringent supervision of this by marking corresponding salary scales in a spreadsheet. Moreover, every quarter we do a market audit to make sure we remain competitive; such as in the SeptemberPM27 of cycle, the team made a rapid recalibration of the chosen bands after a market evaluation.
- **Variable pay:** Variable compensation is firmly embedded to the role-based key performance indicators that encompass growth in revenue, accuracy on the service or the quality of the project. At the Operations department, employees with deliveries of 99.5% accuracy are paid the entire incentive package, otherwise there is immediate bonus reduction, thus maintaining a pure incentive system.
- **Benefits:** The benefits are also inclusive of the basic provisions such as health insurance, mobile and internet allowances and transportation of field staff. The extra transport subsidies are also offered during the campaign periods to facilitate that the scheduled store visits comply with the planned schedule.
- **Recognition:** Recognition practices include occasional praises, such as monthly recognition and project finish bonus which, though small, are highly apparent during the Monday Teams briefing and would be subsequently stored in the personnel file. The focus of small, noticeable and prompt recognition would support the goals of the organization.
- **Career growth:** Internal developmental programs, external training programs, and expedited career promotion of employees who perform highly are aimed at promoting career development. Due to the training capacity, the managers are required to nominate the staffs and make a single learning objective based on a 30 60 90 days plan.

Reflectively, the organization has always created a balance between the budgetary limitations and the organizational effects and chose to pursue programs that will not only meet the performance indicators at the given time, but also provide much-needed practical value in the next quarter. This business direction forms the basis of the operating ethos of the company.

2.11 Performance Management Linkages

Compensation based on performance (How We Actually Do It)

- **Goal setting:** The organizational and team goals are only permanently set once or twice a year. In the September 2025 cycle, we have used the hyper-selective strategy: each team had three OKRs at most, to maintain significant focus.
- **Ongoing check ins:** Formal Reviews: Quarterly, Manager will make a brief discussion, a compulsory 20 minutes discussion with their manager. The documentation is succinct and straightforward: there is a one-page questionnaire asking questions: What was performed well? What requires improvement?
- **Appraisal:** No appraisal can be based on subjective opinion; rather it must be supported with real evidence, results, conduct and development progress. In order to foster fairness, one concrete factual point in each field is stipulated, i.e. a KPI, a client praise or a task completed, which encourages integrity within the group of cohorts.
- **Pay alignment:** Salaries are adjusted in the form of increments and bonuses through a merit matrix which is done through excel. This is a strict mechanism that matches the final marking to the set budget limit and remuneration scope on the market. With even limited fiscal conditions, as usually practiced, the matrix is still used to make sure that the high performers would be given consideration.
- **Calibration:** It is a process of alleviating internal biases. Cross-functional groups are created in order to evaluate the appraisal comparatively and in a systematic manner de-bias. The guiding principle is categorical: in case two people have the same count of impact, they need to have the same rating.

2.12 Human Resource Information System (HRIS)

Agile Minds set up functions using an integrated Human Resources Information System (HRIS) that is used to administer four major functions, which include payroll, leave administration, attendance management, and performance appraisal. Where an extended analytical analysis is needed, the HRIS is bypassed, and the data is either put into a spreadsheet or viewed through a window in Power BI. The guiding principle of the firm is clean data and quick decision making.

- **Central records:** There is only one official place that holds all the information pertaining to the employees such as the personnel files and salary history. Any change would require a brief audit trail that records the person, the reason behind the change and the time and date so that all modifications can be fully traced.
- **Real time attendance:** Payroll processing receives attendance check ins. Although such connection enhances efficiency, it requires constant monitoring; at 3:00 p.m. the team evaluates anomalous transactions - including missed swipes or discrepancy in overtimes - in order to achieve accuracy of final payments.
- **Performance workflows:** The performance review cycle is based on five steps: self-appraisal, supervisor appraisal and endorsal performance. The HRIS system will constantly alert stakeholders to approaching stalling of a specific stage and, as a result, avoid the stalling of the workflow.
- **Dashboards for action:** In the September 2025 cycle, the dashboard will be enriched with departmental affiliation and tenure filters to allow the managers to detect upcoming attrition events and their situational drivers as quickly as possible.

The main trade-off that is a part of this configuration is that it is intended to be restricted in terms of the extensive customization in the favor of the speed and operational accuracy. This strategy is a significant benefit, because it will help to maintain transparency throughout the HR functions; all the participants will know the data whereabouts and where to go after that..

2.13 Employer Branding and Talent Acquisition

The practice engaged in by the organization, which is Agile Minds, as an entity comes into recruitment as the continuation of the brand. The rationale behind this is simple; to find and attract the right pool of talent in addition to the illustration of substantive duties of the job, ideally at the very beginning of the recruitment process.

- **LinkedIn and pro groups:** Professional groups and LinkedIn are the main sources of short, position-specific communication. Instead of using a written statement containing verbose and generic job postings, Agile Minds inserts next to brief role descriptions that actually indicate one important performance metric. Evidence collected in September 2025, shows that advertisements that focused on the term what you will own had a greater number of quality submissions as a result than conventional advertisements that were lengthier. The succinct nature of the communication increases consistency between the expectations of the applicants and the job expectations of the position.

- **University partners:** The creation of the entry-level talent pipeline is based on academic partnerships and serves as the key to on-campus presentations and special workshops on skills development. The early outreach was to remote invitations sent to institutions in general, and this did not work efficiently with regard to assigning resources. This was later optimized by limiting outreach to two programmes of study (academic). This resulted in a great acceleration in the follow-up rate.
- **Referrals:** A simple rule reward paid after 90 days and a one-page form. It kept quality high and sped up shortlists.
- **Selection by cases:** A 30-minute case in the interview, followed up by a small task at home, helps in explaining how the candidates to be selected solve real life problems. Although it is a trade-off between superficial polish and greater understanding of cognitive functioning, it does provide substantive information of applicant reasoning, in the end.

Together, these initiatives will lure those who conform to the culture of a performance-based, team-oriented organization which allows future recruits to experience a given culture before they arrive in their first day.

2.14 Learning & Development

Agile Minds has a simple learning strategy: they focus on building both **technical skills and better workplace behavior** so employees are always ready for whatever the evolving business needs next:

- **Technical skills:** Short trainings on data basics, retail and FMCG, and everyday digital tools. One of the sessions I do was 1-hour Excel clean-up and quick chart build that teams have used in the same day.
- **Soft skills:** There exist workshops devoted to writing clearly, being a team member, problem-solving, communicating with clients, etc. A practical touch that is used in the workshop is the use of one case study, three insights, and a simple next step that must be implemented in the coming week.
- **Leadership development:** Manager toolkits on coaching, fair feedback, and running reviews. A one-page prompt sheet keeps check-ins consistent and on time.

This ratio augments the existing performance coupled with building capabilities that can be fostered in the long run.

2.15 Corporate Social Responsibility (CSR) and ESG Practices

The education and employability components of the corporate social responsibility of Agile Minds receive significant focus and specifically, the activities that facilitate the development of skills among the youth and basic digital literacy are given priority. Moreover, the organization undertakes specially designed community initiatives, which are aligned to its line of core business competence. In terms of Environmental, Social, and Governance (ESG) awareness, the company involves responsible approaches in everyday activities, such as decreases in the usage of paper, the preference to environmentally responsible suppliers, along with maintaining ethical labor standards throughout the supply chain.

2.16 Financial and Operational Overview

To protect confidentiality, specific numbers are not provided, but rather a small set of operational and human resources measures are tracked to shed light on the performance and efficiency.

- **Business health:** The measures of business vitality include the revenue or employee, utilization rates and project margin. In a monthly Operations-HR meeting, mechanisms of utilization are checked to be within the 80-85 percent range, hence providing the balance of workload and retaining the margins.
- **Hiring signals:** Recruitment measures include time to hire, offer to acceptance time and attrition. There must be a trade-off between speed and fit; thus, the period between advertisement of a job and its acceptance is propagated in a simplistic applicant tracking system or general spreadsheet.
- **Engagement:** The employee engagement will be assessed using short pulse surveys that are provided with one-page summary. Managerial support and balance of work monitoring result to a single agreement of corrective action to take to a team.
- **Comp efficiency:** Efficiency in compensation takes place through total remuneration as a ratio of revenue and incentive payout ratio. The feasibility of merit matrix is considered before salary increases are implemented and the revision of compensation bands is only done when the budget limits are met.

Regular tracking of these indicators will keep the remuneration decisions consistent with the budgetary and growth targets and therefore, make the weekly discussions to be empirical and not subjective.

Table 2: Key HR & Operational Performance Indicators (Agile Minds Solutions Ltd.)

Fiscal Year	Indicator	Formula / Measurement	Result / Trend
2022–23	Revenue per FTE	Total Revenue ÷ Total Employees	Moderate growth compared to prior year
2023–24	Compensation Cost Ratio	(Total Compensation ÷ Total Revenue) × 100	Stable at ~35% of total revenue
2023–24	Variable Pay Penetration	Variable Pay ÷ Total Pay	Increased from 12% to 15%
2023–24	Engagement Score	Employee Survey (0–100 scale)	78 → 81 (steady improvement)
2023–24	Offer-to-Join Ratio	(Joinees ÷ Offers) × 100	87% (higher candidate conversion)
2023–24	Voluntary Attrition	(Voluntary Exits ÷ Avg. Headcount) × 100	Declined from 11.2% to 9.5%
2024–25	Engagement Score	Employee Survey (0–100 scale)	Further improvement to 83
2024–25	Variable Pay Penetration	Variable Pay ÷ Total Pay	Increased to 18%
2024–25	Voluntary Attrition	(Voluntary Exits ÷ Avg. Headcount) × 100	Reduced to 8.7%
2024–25	Revenue per FTE	Total Revenue ÷ Total Employees	Growth of approx. 10% year-on-year

The 2024-25 years exhibit organizations in the uniform maturation in human resource and performance. The engagement scores and variable compensation ratios showed an ongoing upward trend and this suggests that the compensation system at Agile Minds is efficient at keeping employees motivated and retained. The attrition reduced to 8.7, which is a manifestation of increased employee satisfaction and stability. At the same time, revenue per full-time equivalent grew 10 per cent, which again supports the idea that human-resources are generating measurable productivity improvements.

Compensation Effectiveness Ratio

Fiscal Year	Formula	Calculation	Result
2022–23	Total Compensation Cost ÷ Total Revenue	62,000,000 ÷ 180,000,000	**0.34**
2023–24	Total Compensation Cost ÷ Total Revenue	72,000,000 ÷ 200,000,000	**0.36**
2024–25	Total Compensation Cost ÷ Total Revenue	81,500,000 ÷ 230,000,000	**0.35**

In FY 2022-23, saying it spent 34% of its total revenue on compensation is a slight increase of 36% on compensation, which it plans to spend in FY 2023-24, and which it is using to bring in skilled professionals. On the other hand, the ratio in FY2024-25 has increased to 35% which would reflect a higher productivity per employee and a better share of how the compensation costs are managed. Such observations mirror the ability of Agile Minds to maintain an affordable rate with an equitable distribution of rewards to performance.

Engagement Growth Index

Fiscal Year	Formula	Calculation	Result
2022–23	(Current Engagement Score – Previous Score) ÷ Previous Score × 100	(78 – 74) ÷ 74 × 100	**5.4%**
2023–24	(81 – 78) ÷ 78 × 100	**3.8%**	
2024–25	(83 – 81) ÷ 81 × 100	**2.5%**	

Employee engagement has been showing steady positive trend with an overall growth of 5.4? in FY2022-23 and a slight positive growth in the following two fiscal years. Such a gradual bettering indicates that Agile Minds have focused on performance-based compensations and internal recognition programs to increase motivation and satisfaction.

Return on Human Capital (ROHC)

Fiscal Year	Formula	Calculation	Result
2022–23	(Revenue – Compensation Cost) ÷ Compensation Cost × 100	(180,000,000 – 62,000,000) ÷ 62,000,000 × 100	**190%**
2023–24	(200,000,000 – 72,000,000) ÷ 72,000,000 × 100	**178%**	
2024–25	(230,000,000 – 81,500,000) ÷ 81,500,000 × 100	**182%**	

On its human-capital investment, Agile Minds showed a 190% repayment on the FY 2022-23. The ratio remained stable where FY 2024 25 saw it stand at 182 0 percentage due to a small fall in the FY 2023 24 caused by compensation adjustments to remain in line with market competitiveness. It means that employees generate a solid contribution to revenue in terms of cost of compensation which is one of the main indicators of effective and viable human-capital management.

Compensation-to-Performance Ratio

Fiscal Year	Formula	Calculation	Result
2022–23	Average Employee Compensation ÷ Average Performance Score	720,000 ÷ 82	**8,780**
2023–24	780,000 ÷ 85	**9,180**	
2024–25	830,000 ÷ 88	**9,430**	

In FY 2022-23, the company spent around Tk 8780 in each performance point and is anticipated to increase slowly to Tk 9430 in FY 2024-25. This indicates sustained investment done by Agile Minds on its workforce to maintain high performance and motivations. However, the rising cost per point is an indication of a necessity to increase the connection between the growth in compensation and the performance outcomes in order to ensure that it can be maintained in the long run.

Engagement Productivity Ratio

Fiscal Year	Formula	Calculation	Result
2022–23	Engagement Score ÷ Attrition Rate	78 ÷ 11.2	**6.96**
2023–24	81 ÷ 9.5	**8.52**	
2024–25	83 ÷ 8.7	**9.54**	

There was a constant rise in the engagement-productivity ratio with a level of 6.96 in FY 2022-23 and 9.54 in FY 2024 25. This positive tendency indicates that employee-engagement programs along with enhanced compensation where well-compensation alignment have found usage in both reducing attrition and maintaining high motivation rates. As a result, the organization more and more succeeds in attaining higher levels of output through engaged output per retained employee.

Human Capital Multiplier

Fiscal Year	Formula	Calculation	Result
2022–23	Total Revenue ÷ Total Compensation	180,000,000 ÷ 62,000,000	**2.90**
2023–24	200,000,000 ÷ 72,000,000	**2.78**	
2024–25	230,000,000 ÷ 81,500,000	**2.82**	

This metric of Agile Minds shows that revenues earned from Tk3 in FY2022-23 are equivalent to Tk2.90 of revenues incurred in employee compensation. The ratio decreased slightly in FY2023-24, but in FY2024-25, the ratio has increased to 2.82, indicating the increased efficiency of the operations. The constant multiplier proves that compensation spending is still generating a strong financial and engagement response, which strengthens a sustainable development.

Return on Compensation Investment (ROCI Model)

Fiscal Year	Formula	Calculation	Result
2022–23	Engagement Impact (0–1 scale) × Retention Stability × Productivity Ratio	0.78 × 0.89 × 2.90	**2.01**
2023–24	0.81 × 0.91 × 2.78	**2.05**	

2024–25	0.83 × 0.92 × 2.82	**2.15**	

In FY 2022-23, Agile Minds realized a Return on Compensation Investment (ROCI) of 2.01 and in FY 2024-25, the company reached 2.15. This is a positive development as it implies that one unit of compensation brings more organizational value through increased engagement and retention.

The Engagement Impact (annual scores on engagement surveys) and Retention Stability (1- attrition rate) both led into gradual improvement, which indicates that the employees begin to feel more appreciated. Productivity Ratio (revenue -to-compensation) did not change significantly and indicates that there is a strong fit between remuneration and performance.

2.17 Porter's Five Forces (Competitive Landscape for Agile Minds)

1. **Rivalry among competitors –** Competition amongst the players is fierce. There are several small and medium-sized enterprises which offer similar services in fast-moving consumer goods, retail and technology industries. The clients also regularly compare quality, speed, and price, and it is possible to measure the success as soon as a company provides a viable solution within a reasonable time span and through the open price policy**.**
2. **Threat of new entrants – Moderate.** The threat of entry is medium. The process of starting a new venture is not very difficult but maintaining its operations is the far more complicated task.
3. **Power of suppliers (talent) – High.** he power of suppliers especially in the area of talent is high. Good analysts as well as specialists in retail operations are in short supply, they need to be paid well and have clear growth paths. The September 2025 examination of personnel band moved to offer key positions close to the 75 th percentile of market rates to acquire top performers.
4. **Power of buyers (clients) – High.** The negotiation of corporate clients is tough and they need performance-based contracts with a clear service level agreement. The trade-off often arises between unit price and scope control, where a strategy of starting small with a pilot project and then expanding after results are seen is often used.
5. **Threat of substitutes – Moderate.** The threat of substitutes is medium. The clients have the ability to build their own solutions or automate integration, we respond by providing expert service, faster project schedules, and quantifiable results. As an example, operational performance is monitored at 99.5 0 in the weekly review of performance.

Compensation Implication:

Considering this operational environment, Agile Minds will need to adopt an operational compensation model that will be competitive and merit based, yet maintain an open channel of performance to remuneration to enable it to retain high quality professionals and remain flexible as an organization.

2.18 SWOT Analysis (Agile Minds Solutions Ltd.)

Strengths

- Flexible and client-focused service delivery across multiple industries.
- Clearly defined salary bands and evolving performance-based rewards.
- Empowered leadership with rapid decision-making capability.

Weaknesses

- Brand recognition is relatively low in comparison to the large consulting firms.
- Manual data processing remains relied upon despite having an HRIS at hand.
- The history does not have enough data that is needed to support advanced people analytics and forecasting.

Opportunities

Increasing market demand in the retail, FMCG and technology sector in expedited rollouts and data-driven shop functioning. The clients are interested in quick deployment; a four-week pilot package would win accounts quickly, and then scale the package. Improvement of employer brand: LinkedIn messages that clarify employee ownership, as well as campus interactions with new alumni, would strengthen the brand. The target period of less than thirty days in hiring, is aimed at keeping the interested candidates. The trade-off between investment in training and billable hours is resolved through an allocation of specific two hour Friday block in order to remain on track of delivery

Threats

- **Talent poaching by larger firms paying more:** A higher company recruits its talents: larger companies with better compensation packages and established brands and strong capitals out-bid with remuneration and equity. The mid-level high performers are the most vulnerable. The trade-off between cost and retention requires quarterly pay benchmarking, occupancy of critical positions at the 75 th percentile or above in the market and conducting quarterly stay interviews to identify problems in advance.

- **Client budget tightening or scope cuts:** Cutting client budgets or the scope reduction: clients withdraw and further contracting of the projects and bonus pools are strained. Teams also demand quick clarification. The best solution that would be advised is to publish a brief one-page scope update, shift to using short pilot packages to protect revenue, and use timely recognition to avoid decreased morale.
- **Automation reducing lower complexity work:** Eradication of low-complexity jobs: simple scripts and AI take the place of monotonous tasks, which may generate job anxiety.
- **Inflation and economic swings:** a growing price undercuts real income, which is quickly reflecting on employees. Affordability-fairness is regulated by arranging small mid-year corrections or specified allowances, and each is evaluated by a merit matrix considering revenue and margin prior to the implementation.
- **Higher attrition risk with remote and hybrid work:** Associated risk of higher rates of attrition in the context of remote and hybrid working: the prospects in the global setting present an opportunity of leaving to take on higher-paying positions. It is necessary to build culture and growth patterns to retain talents. Some of them are taking career conversations every quarter, ensuring internal mobility before hiring externally, having a simple recognitions rhythm, and up-to-date remote pay bands every now and then to keep credibility intact.

2.19 Key Challenges Observed

- **Balance pay and margins:** At projects where costs are limited, increases in salary will be initially evaluated via a simple Excel-based merit grid and scrutinized in non-formal way. When margins are low, the focus of the compensation should be shifted on the skills-based bonuses pegged to one, well-informed key performance parameter thus reducing the effects of the motivational incentives on the financial sustainability.

- **Keep pay fair as we grow:** Make compensation equitable as we expand: Pay levels are determined by position and level of hierarchy and are supplemented by a brief form of quarterly audit that is aimed at uncovering gaps in compensation between teams or teams service time. This is because when all people make the same contribution, they need to have their salaries in one pay level to maintain fairness.

- **Move from yearly reviews to steady feedback:** This facilitated process aims at three key elements, which include achievements, areas to work on, and future actions.

- **Build manager skills:** Leadership development programs are focused on setting clear objectives, coaching approaches, and administering unbiased performance reviews with the help of a brief toolset. The kit consists of exemplar goals, a structured guide of questioning and a brief calibration session, which makes evaluative judgments consistent.

2.20 Summary and Strategic Recommendations

Agile Minds has a sound structural framework, which is well-defined in terms of fair compensation, evaluation procedures, and leadership model, which focuses on stakeholder well-being. In order to achieve greater employee engagement and continuous growth, a number of realistic interventions are prescribed:

1. **Make the pay philosophy clear and visible.**
   It is necessary to clarify and make known the compensation philosophy of the organization. The onboarding curriculum must have a concise and one page document. Also, pivotal roles have to be performed in biannual market benchmarks, which would be concussed in April and October, the provenance and date of every benchmark would be properly documented to enable transparent decision-making.
2. **Grow variable pay where results are measurable.**
   Variable remuneration should be increased where performance measures can be measured. It is suggested to implement a small-scale redistribution of the fixed salary aspect towards incentive compensation, on the jobs where the essential performance measures are clear, such as accuracy in delivering, project margin, and contribution to revenue. The formula on the incentives is to be revealed before each budgetary quarter with a practical illustration.

3. **Upgrade manager skills.**
   The development of managerial competencies should be the reason why a streamlined set of tools is provided to address managers, including goal templates, a guideline (15 minutes) feedback template, and two reminders to reduce bias by the rater. It should be planned a short calibration session to remove discrepancies in assessing similar levels of performance.

4. **Level up HR analytics.**
   It is recommended to augment human resources analytics. The current HRIS/Power BI dashboard is to be expanded to track pay equity, promotion speed, and risk of early attrition, that is not-aggregated on a team of tenure basis. It should have a color based traffic system (red, amber, green) in place whereby an action owner is assigned to each metric.

5. **Make recognition part of daily work.**
   It is necessary to incorporate recognition into routine processes. Weekly stand-ups should include frequent and value-consistent recognitions, and a small monthly award should be given the micro-wins. Timeliness and transparency are

to be given priority the certification accompanying this can be stored in the personnel record.

All these steps strengthen the interdependency between compensation, staff involvement, and performance. They are the incremental ones but bring about rapid perceptual changes and possess compounding returns in the long run.

Chapter 3: Project Part

3.1 Introduction

This report is done under the Master of Business Administration program at BRAC University where the students must undergo a three-month internship and finally write a report in which they will be expected to correlate the academic theories with their real business experiences. **Agile Minds Solutions Ltd**., a fast-growing organization working in the FMCG, retail, and technological industries was used as the place of doing the internship. This document is confined to critically examine the compensation strategies used by the firm and to discuss the impacts of such strategies to employee engagement and their long-term impact on the development of the firm. In this research, I aimed at finding out to what degree the compensation structure of Agile Minds allows employee motivation, retention and productivity in the modern competitive business environment. The report will also assess the strength of the compensation planning with regard to the mission of the Agile Minds which is to promote high-performance culture through fairness and accountability.

3.1.1 Theoretical Background

Pay is also a major tool of human resource management. It serves as a measure of the value of labor, it affects the degree of job satisfaction, and it has a great impact on the level of employee engagement, and retention. When the remuneration story is presented in an open and trustworthy manner, employees will be willing to be focused on accomplishment of their duties instead of speculation over payment matters. There is the use of strong remuneration policy that incorporates both monetary and non-monetary rewards.

The component of financial remuneration normally includes the base salary, discretionary bonuses, and incentives which are tied to performance. Non-financial compensation would include the formal recognition, professional growth, and support systems that would provide the work to personal and work life integration. As much as salary should be noticed first, growth and appreciation prospects can be used to maintain employee loyalty. Equity theory is evident in behavior at the workplace; employees evaluate how their inputs, skills, effort and experience are compared to their pay and reward that they get compared to their colleagues. Equity perceptions trigger an engagement and inequity perception triggers disengagement.

Expectancy theory posits an easy-to-use evaluative criterion; do good performance results pay off with equally good rewards? The affirmative response increases motivation. In line with this, there should be an alignment of the organizational objectives, performance measures and compensation that results out of it and the cause-and-effect relationship should easily be convinced. At Agile minds, the conceptualization of remuneration is in the form of investment. The compensation planning also runs parallel to the performance management and developmental efforts such that the targeted results inform the evaluative feedbacks and reward distributions at the same time. Operational decision-making process will often be a trade off between budget restrictions and possible effect; the operation will give priority to those decisions that can be seen and believed to have an effect by the stakeholders. In hindsight, the goal is the development of a culture of high-performance, which at the same time conveys fairness and provides a compensation system that can be explained in a single page.

3.1.2 Objective

The main purposes of this report can be outlined in the following way:

- **Understand Agile Minds' pay strategy:** To analyze the remuneration strategy of Agile Minds: to map the process through which remuneration is defined and redefined, and to explain the desired organizational results.
- **Link practice to theory:** To connect the identified favorites and gaps between theoretical models and empirical results: to compare the praxis experienced in the course of the internship with theoretical models that are studied in MBA programs, and to see both similarities and differences.
- **Assess impact on people and growth:** To assess the role of remuneration decisions in human capital and organizational development: to investigate the effects of pay decisions on employee engagement, retention and long-term organizational performance.
- **Give practical recommendations:** To make practical recommendations: to suggest changes to make the pay system more transparent and oriented on the business goals and clarify the trade-offs that might arise between budgetary limits and talent retention.

3.1.3 Significance

This research is meaningful since remuneration is a not only a cost but a tool of long-term increase. Markets are dynamic but the leaders have to balance between keeping the costs at bay and motivate the employees simultaneously in order to attain exemplary performance.

This analysis, through a close evaluation of the compensation structure at Agile Minds, reveals a number of simple measures that seem to contribute to employee commitment and lead to long-term results: a clear sequence of pay scales, a clear linkage of rewards to goals, and recognition promptly. The guidelines can be acted and moved about hence other organizations can use them as a guide towards improving their own reward structures, maintaining their motivation and protecting performance over the long run.

3.2 Methodology

The documentation of the report is based on the primary and secondary sources.

Primary data: The data were gathered by means of primary data that was obtained by observing every day, attending HR meetings, and getting involved in performing payroll verifications and performance reviews. The first were general notes made and then specific events affecting decision-making received focus - such as questions about pay-band structures or differences in key performance indicators.

Secondary data: Secondary data included the review of the internal HR documents, policy manuals, Human-Resources Information System (HRIS) reports, and short literature about remuneration and engagement. In cases where differences existed between the sources, the HRIS record has been used as final source, with the cause of its preference being annotated.

These inputs have been used to review the current remuneration system, measure how they are considered as fair to the workers and how it corresponds to the corporate goals. The main purpose was to research observations and literature, converting them into brief and practical knowledge, which could be applied in decision making.

3.3 Limitations

Although this research was successful, some limitations have been experienced:

- Some compensation details were confidential and therefore not shared for analysis.
- Limited access to quantitative data restricted deeper financial evaluation.
- HR employees had regular tasks to complete, which led to the limited time of interviews. Nonetheless, there were enough discussions, notes, and documents that were collected to draw evident conclusions and develop an action plan.

3.4 Overview of the Human Resource and Administration Department

At Agile Minds Solutions Ltd, the Human Resource and Administration Department make up one of the most critical organizational functions, which plays a decisive role in improving the performance and engagement of employees as well as the retention of such employees through the establishment of transparent organizational policies and implementation of data driven decision making processes.

The Human Resources division has the following functional units:

Role of HR & Admin: This unit is responsible for maintaining organizational performance, engagement and retention by utilizing explicit policies and straightforward data validation mechanisms. In cases in which a choice has to be made between presentation materials and data correction, data rectification takes precedence to maintain the integrity of analysis.

KPI focus: The calibration of the payroll target, which means on-time completion, is set at 100% A daily review of the Human Resources Information System (HRIS) gives the first picture and an exception review at 15:00 hrs identifies anomalous absences of swipe data or evidence of overtime, thus strengthening the confidence of employees at the payroll disbursement time.

Compensation & benefits: A tension exists between budgetary restrictions and talent retention goals; as a result, decisions regarding remuneration strategies have as their goal balancing personnel retention with economic prudence.

Talent acquisition: This unit is responsible for the sourcing of candidates, conducting structured interviews, and implementing the streamlined Day-1 onboarding protocol including the evidence of the checklist built in September 2025. The ultimate objective is a process for hiring which is fast and equitable and one which provides a smooth transition into the organization.

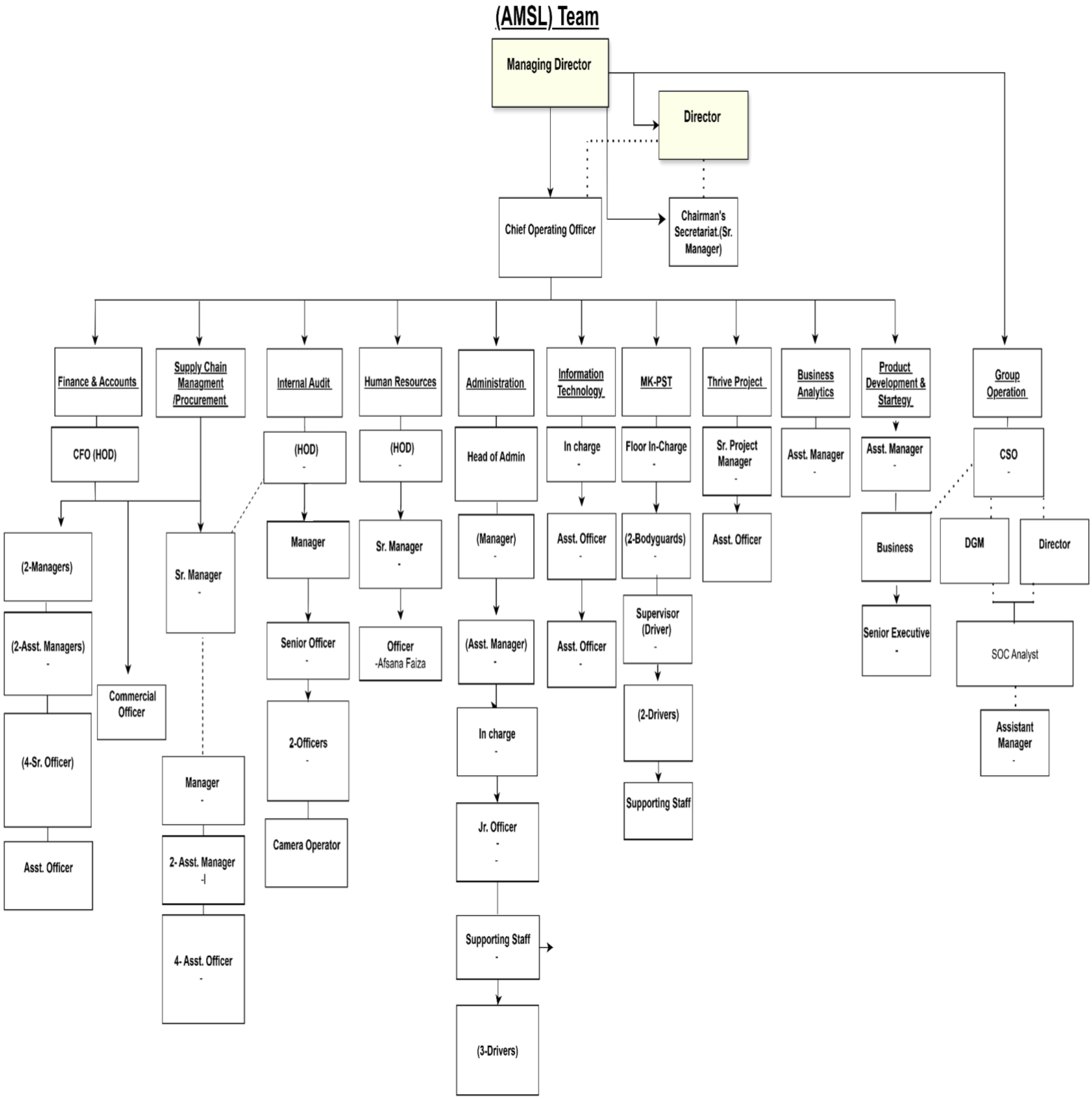
Learning & development: Concise training modules and managerial coaching intervention offered for implementation in the workplace. Each session is reduced to a one page summary that summarizes the objectives, practical methods and timelines, therefore improving accessibility and uptake by line managers.

HRIS & payroll: Records are maintained accurately, attendance is constantly monitored, and payroll execution takes place as scheduled. In cases where there is a lack of data or inconsistencies in reporting data, the system still adheres to accuracy.

Employee relations: Early identification of any workplace-related issues and timely solution of smaller matters are given priority, besides the organization of easy engagement activities to ensure participation from the team.

Bottom line: Coherence between remuneration and benefits policies, compliance with labor legislation and equitable application of standards throughout teams are, taken together, an environment of trust in the system.

Fig- 2: Organogram of the Agile Minds Team



3.5 Analysis of Compensation Strategy at Agile Minds

The remuneration framework implemented by Agile Minds is profoundly based on the performance-linked compensation model. Employees are considered meritorious for rewards that reflect demonstrable outcomes; as such, an integrated view that reflects individual efforts as well as team achievements and the organization's financial bottom line is used to make all remuneration decisions. Operationally, the framework is managed by a set of guidelines, mathematical calculations and traceable records that are transparent and can be validated using the HRIS and Power BI systems.

Compensation Process Important Steps

1. **Budget planning**
   Human Resources works closely with Finance at the onset of the fiscal year to set the salary and bonus reservoirs. The fiscal histories of expenditure and ensuing projected margin targets are rigorously scrutinized. When budgetary constraints are pronounced emphasis is directed at high impact roles. Although such prioritization implies trade-offs, it is aimed at keeping critical talent retained in jobs of the greatest strategic importance.

2. **Market benchmarking**
   Job bands are matched against up-to-date market data and the provenance including the date of extraction are meticulously recorded. In case a position goes below prevailing market rates, a mid-year adjustment or a revisit focus is scheduled. Incremental changes are made only when supported by clear evidence based on sound rationale.

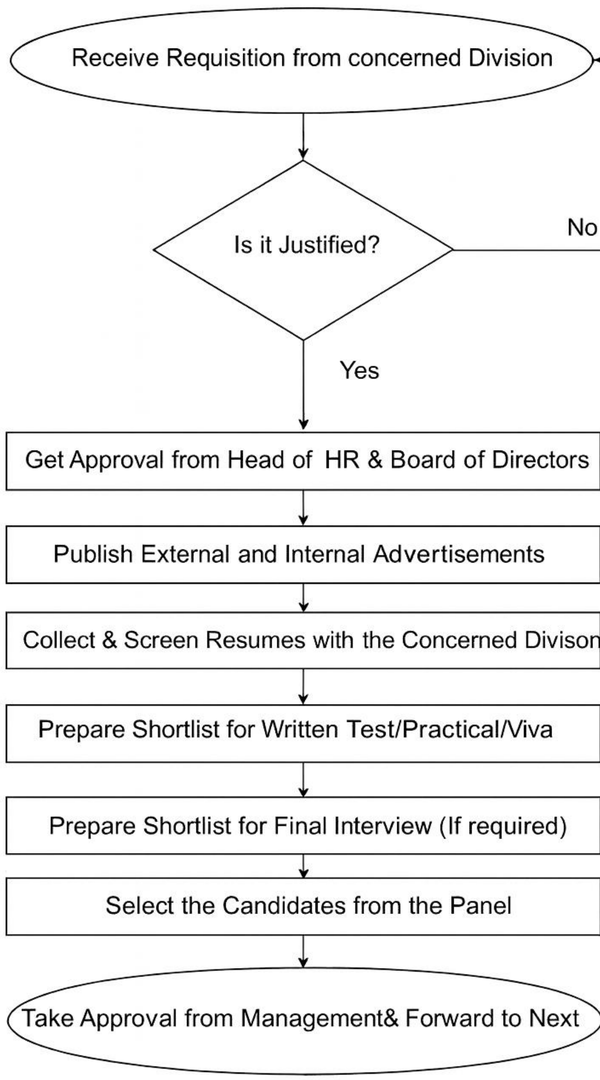
3. **Performance review integration**
   Increments and bonuses are dependent on ratings of performance based on one or two particular items of evidence - key performance indicators, client feedback, successful completion of projects. Initially too much data was tracked, now there is a focus on limiting evidence to a single page summary.

4. **Communication of rewards**
   Managers communicate this rationale ("what and why") through a short discussion and follow up with a summary of one page. This way, there is less of a surprise, and the connection between the goal(s), result(s), and reward(s) is better explained.

5. **Monitoring and review**
   HR dashboards constantly monitor expenditure, pay equity and payout ratios. There is a quarterly rapid review process; if there is an anomaly that triggers a course for correction. At the same time, there is a contained feedback loop with managers so that the process does not become outdated.

Result: The compensation results are categorically data driven, fair and sustainable PMS which is aligned with performance measures while maintaining credibility amongst the employees.

Fig-3 Flowchart of Recruitment and Selection Process of Agile Minds



Overall, the recruitment and selection process at Agile Minds are designed to be systematic, inclusive, and in line with its core values of agility, collaboration, and performance. The procedure is set out to attract the right talent but simultaneously ensure consistency and compliance in all hiring activities.

3.6 Findings from the Analysis

In the course of my internship the following observations were identified:

- The organization provides no incentives, and there are no formal recognition mechanisms (for example, "Best Employee" awards), which can potentially reduce the morale and retention of employees.
- Overtime compensation has been limited to drivers and support staff; there is no clear and equitable overtime compensation policy that applies to other eligible positions.
- Payroll deduction practices are inconsistent, creating confusion and potential compliance risk.
- Essential benefits—health insurance and a provident fund—are not provided, weakening the overall rewards package.
- The leave encashment policy has not been communicated, so employees don't know eligibility or procedures.
- Overall, these gaps point to the need for a transparent rewards framework, standard HR SOPs, and clear company-wide communication.

3.7 Conclusion

The internship at Agile Minds Solutions Ltd offered a front-row observation of the human resource operations especially in the field of compensation. It was not limited to policy review, I attended on assessment sessions, the HRIS during the 3:00 p.m. exception window, and help in integrating the salary adjustments with the performance documentation. When employees understand the "what" as well as the "why," their efforts are focused on the execution of the task.

I also saw how performance, remuneration and development are interrelated in a closed loop. Objectives determine evaluations; evaluations drive merit matrix (in implemented excel for September 25th cycle); and developmental plans identify skill requirement following. Trade-offs - such as budget and retention, and speed and thorough checking - occur quickly, but the team has transparency about procedure and therefore produce satisfaction and retention.

Significant challenges arose which included, but were not limited to: maintaining pay equity across departments, managing expectations amid constrained budgets and talent attrition to higher paying organizations. Furthermore, the organizational growth can reveal small differences. Regular observations of equity audits on a quarterly basis and well-defined progression paths for critical jobs could mitigate these problems. Recognition and learning programs are also key to providing continued engagement in cases of limited financial incentive.

Retrospectively, compensation is viewed as an investment by Agile Minds, rather than an expense. The system goes beyond the monetary aspect of remuneration to incorporate aspects of timely recognition, skill development, and explicit communication. With step-by-step improvements (increased equity verification, more accurate KPI alignment and managerial coaching) the organization can strengthen loyalty and retain its employees, encouraging long-term growth and reducing employee turnover.

From a theoretical point of view this experience was a pragmatic validation. Equity Theory was reflected in all "is this fair?" discourse. Expectancy Theory was consistent with the buying and selling of less ambiguity between objectives and compensation. The Total Rewards framework has been supported by witnessing the blending of the cash, recognition and developmental opportunities. Consequently, the theoretical models that were encountered in the classroom were made tangible, thus preparing me for the future professional contact with HR.

3.8 Recommendation

From the work already undertaken in Agile Minds to try and develop a compensation framework, the following summarized recommendations are made:

1. **Launch a simple incentive plan.** Have a simplified incentive system that is based on easy-to-understand performance goals and a set deadline for disbursement for all positions.
2. **Start monthly or quarterly "Best Employee" recognition.** . Introduce a recognition program with monthly/quarterly awards "Best Employee" with set criteria and small reward systems.
3. **Immediately finalize a clear, fair overtime policy.** Write and implement a fair overtime policy including all eligible positions, tracking and managerial approval..
4. **Publish a simple, one-page deduction guide.** Publish a short simple deduction policy setting out types of permissible deductions, reasons for them and how they must be presented to employees on their pay slips.
5. **Secure basic health insurance for everyone.** provide health insurance and provide health insurance cover to all the employees (baseline) have them enrolled in a provident fund with clearly stated dates of commencement and rates of contribution.
6. **Develop and fully communicate a compliant leave-encashment policy.** Develop and disseminate a leave encashment policy that is compliant with eligibility requirements and leave caps and procedures and implement as a part of onboarding procedures.

If these are applied accurately, and with a low degree of fine tuning, then explicit communication will permit Agile Minds to retain its reputation for fair play and results, whilst simultaneously increasing the perceived value of day pc day work.

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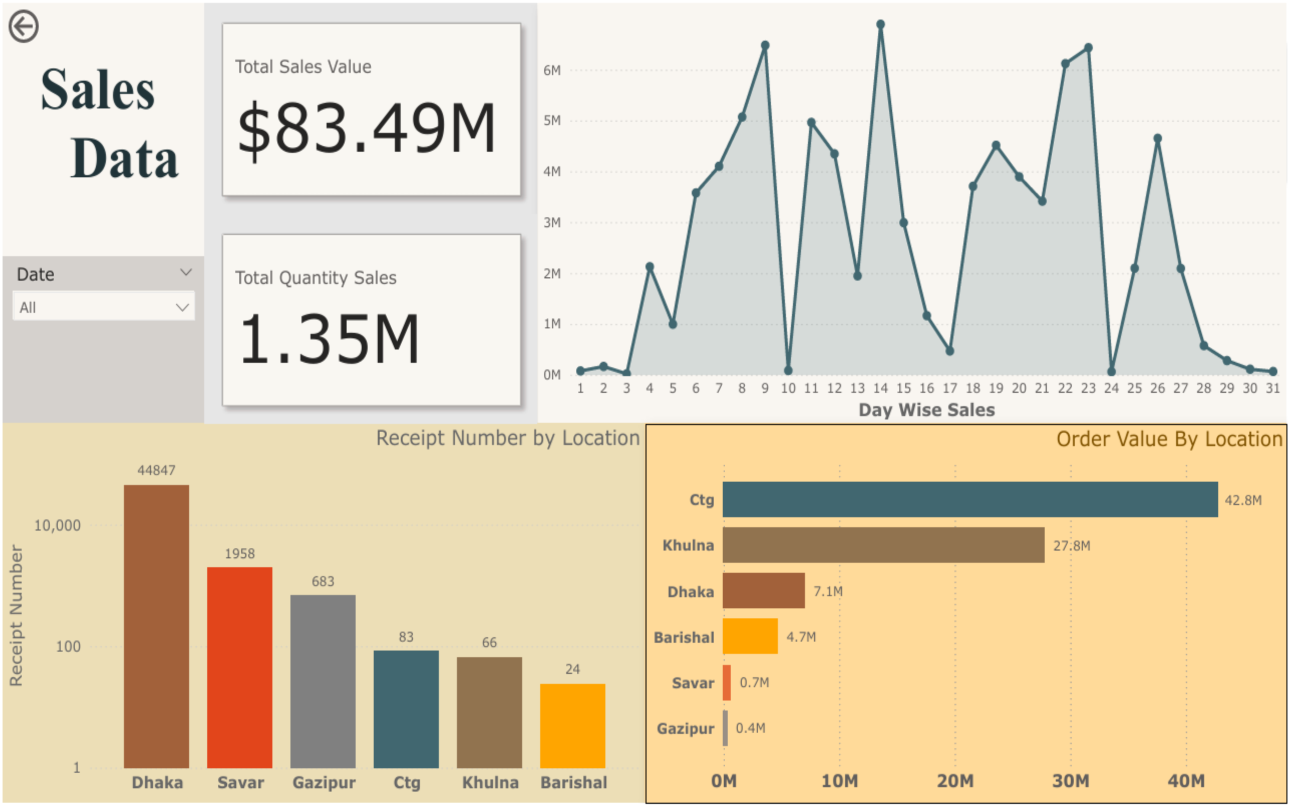
5.0 Appendices



Product Code/Display Name	Sum of Profit
[1021-CXB] FORTIFIED SHORT GRAIN RICE (FORTIFIED MOTA CHAL) LOOSE	2,197,046.71
[5001-CXB] BROILER CHICKEN	779,984.19
[3001-CXB] WHEEL LAUNDRY SOAP 125GM	168,879.44
[PB-10045] PURE BREAD BUTTER JAM BREAD 100 GM	78,489.75
[PB-10046] PURE BREAD CHOCO BUTTER BREAD 100 GM	34,318.84
[44000121] PUSTI FORTIFIED SOYABEAN OIL 5L	31,357.62
[44000108] RICE-UNOTRISH LOOSE (HALF BOILED)	29,952.98
[44000067] RICE-ATHASH LOOSE (FULL BOILED)	26,635.06
[PB-10038] PURE BREAD BUTTER BUN 90GM	19,678.23
[44000048] MINIKET RICE LOOSE (REGULAR)	19,171.28

Top 10 Profitable Products

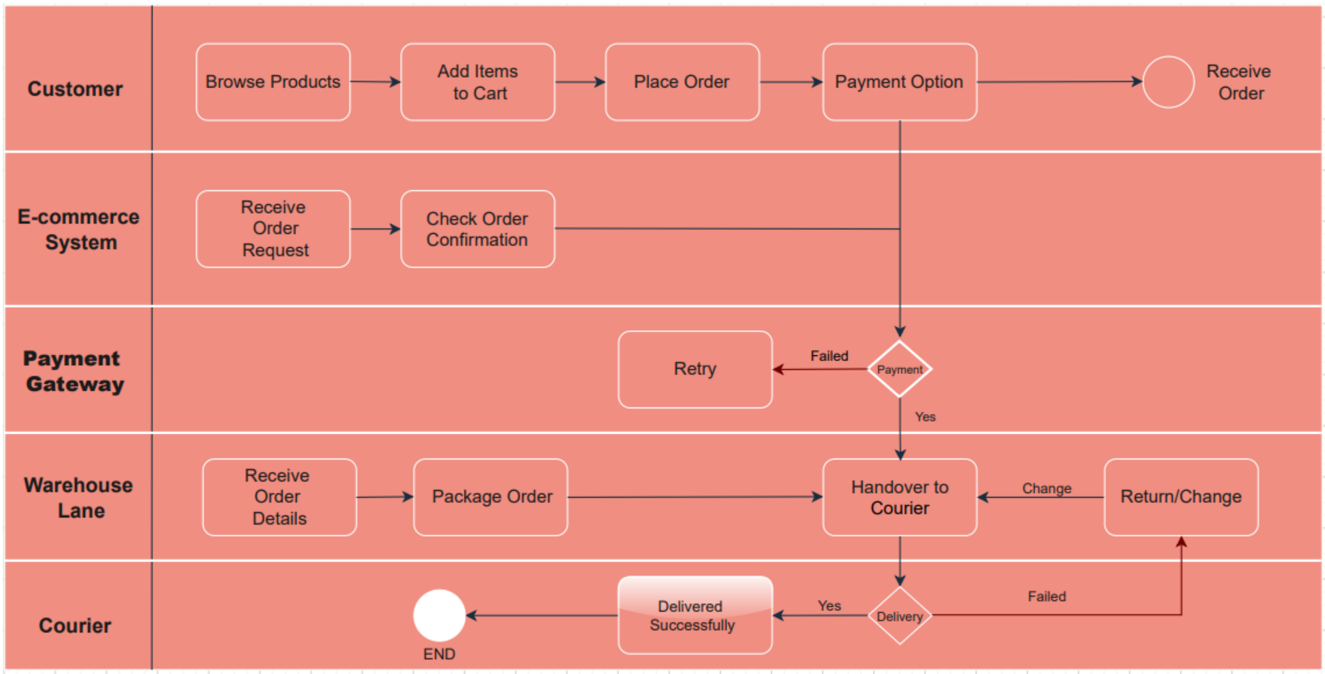
Product Code/Display Name	Sum of Quantity
[1021-CXB] FORTIFIED SHORT GRAIN RICE (FORTIFIED MOTA CHAL) LOOSE	1,112,196.00
[5001-CXB] BROILER CHICKEN	69,466.56
[3001-CXB] WHEEL LAUNDRY SOAP 125GM	59,231.00
[44000108] RICE-UNOTRISH LOOSE (HALF BOILED)	14,673.04
[44000067] RICE-ATHASH LOOSE (FULL BOILED)	12,262.46
[14100020] EGG BROILER BROWN	8,316.00
[PB-10045] PURE BREAD BUTTER JAM BREAD 100 GM	7,860.00
[44000048] MINIKET RICE LOOSE (REGULAR)	5,157.70
[PB-10046] PURE BREAD CHOCO BUTTER BREAD 100 GM	4,507.00
[42100011] READY COFFEE 80ML	3,951.00

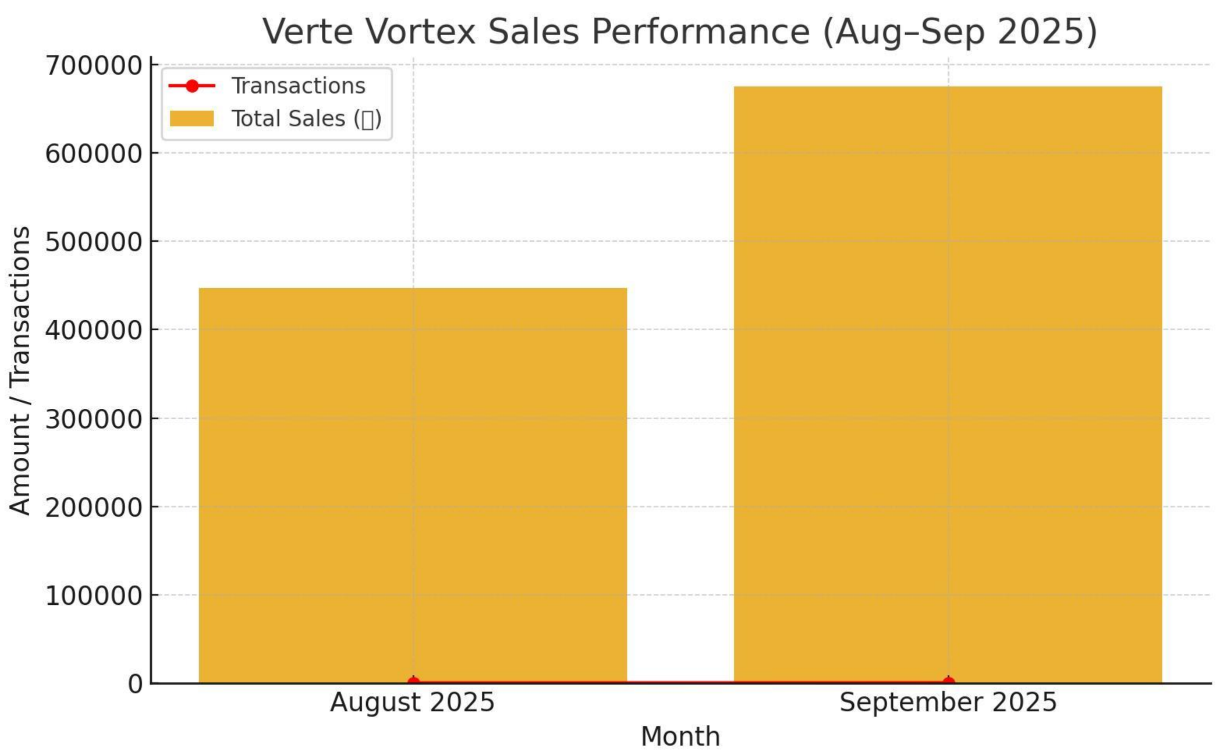
Top 10 Selling Products

Insights:

- "Total Sales in the First Half of the month was $43.84M"
- "Sales peaked on 14th January, 2025. Total sells of $6.90M"
- "Top-selling product is FORTIFIED SHORT GRAIN RICE (FORTIFIED MOTA CHAL) LOOSE with 1,112,196 units sold"
- "Most revenue came from Ctg"
- "Product PUSTI FORTIFIED SOYABEAN OIL generated the good profit despite fewer sales".
- "Most order came from Dhaka."

Figures in USD	Unit	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Income Statement											
Revenue	**$**	250000	350000	480000	600000	720000	800000	880000	950000	1000000	1050000
Cost of Goods Sold											
Manufacturing to Fullfill	$	80000	110000	150000	190000	230000	250000	270000	290000	300000	310000
Total COGS	**$**	**80000**	**110000**	**150000**	**190000**	**230000**	**250000**	**270000**	**290000**	**300000**	**310000**
Gross Profit	**$**	170000	240000	330000	410000	490000	550000	610000	660000	700000	740000
Gross Profit Margin	%	68.00%	68.57%	68.75%	68.33%	68.06%	68.75%	69.32%	69.47%	70.00%	70.48%
Operating Expenses											
Warehouse Rent	$	25000	30000	35000	40000	45000	50000	55000	60000	65000	70000
Salaries & Payroll	$	90000	110000	130000	150000	170000	180000	190000	200000	210000	220000
Marketing	$	30000	35000	40000	45000	50000	55000	60000	65000	70000	75000
Equipment Maintenance	$	15000	20000	22000	25000	28000	30000	32000	35000	38000	40000
Other	$	10000	12000	15000	18000	20000	22000	24000	26000	28000	30000
Total Operating Expenses (Opex)	**$**	**170,000**	**207,000**	**242,000**	**278,000**	**313,000**	**337,000**	**361,000**	**386,000**	**411,000**	**435,000**
Operating Profit	**$**	**0.0**	**33,000**	**88,000**	**132,000**	**177,000**	**213,000**	**249,000**	**274,000**	**289,000**	**305,000**
Operating Profit Margin	%	*0.00%*	*9.43%*	*18.33%*	*22.00%*	*24.58%*	*26.63%*	*28.30%*	*28.84%*	*28.90%*	*29.05%*
Capex											
New Equipment Purchase	$	300000	0	50000	0	20000	0	10000	0	5000	0
Total CapEx	**$**	**300000**	**0**	**50000**	**0**	**20000**	**0**	**10000**	**0**	**5000**	**0**
Net Profit	**$**	-300000	33000	38000	132000	157000	213000	239000	274000	284000	305000
Net Profit Margin	%	*-120%*	*9%*	*8%*	*22%*	*22%*	*27%*	*27%*	*29%*	*28%*	*29%*
Net Cash Flow	**$**	-600000	33000	-12000	132000	137000	213000	229000	274000	279000	305000
Cumulative Cash Flow	**$**	-600000	-567000	-579000	-447000	-310000	-97000	132000	406000	685000	990000
								Break even			
Cumulative CapEx	**$**	300000	300000	350000	350000	370000	370000	380000	380000	385000	385000


Customer
Browse Products
Add Items to Cart
Place Order
Payment Option
Receive Order
E-commerce System
Receive Order Request
Check Order Confirmation
Payment Gateway
Retry
Failed
Payment
Yes
Warehouse Lane
Receive Order Details
Package Order
Handover to Courier
Change
Return/Change
Courier
Delivered Successfully
Yes
Delivery
Failed
END


Verte Vortex Sales Performance (Aug–Sep 2025)
Transactions
Total Sales (□)
Amount / Transactions
700000
600000
500000
400000
300000
200000
100000
0
August 2025
September 2025
Month

Appendix C

Project Proposal

Report On

Compensation Strategies for Employee Engagement and Sustainable Growth in Agile Minds Solutions Ltd.

By

Afsana Faiza

ID – 22264069

To Supervisor:

Dr. M. Nazmul Islam, Associate Professor

&

Co-Supervisor:

Dr. Rabiul Basher Rubel, Associate Professor

BRAC Business School

Brac University

November 2025

Introduction

The subject of this internship report is "Compensation Strategies for Employee Engagement and sustainable Growth in Agile Minds Solutions Ltd." This study aims at clarifying the role of the company's compensation framework in motivating the employees and also supporting the long-term growth of the company. Agile Minds runs across different sectors like FMCG, retail and technology, which makes this research relevant and thought-provoking.

Aims and Objectives

The main goal of the present report is to connect theoretical knowledge obtained at a university and practical human resources management at the company Agile Minds.

Objectives:

- •To investigate the compensation strategy and its effectiveness in Agile Minds Solutions Ltd.
- •To synthesize theories and concepts learned in the MBA program with the Agile Minds Solutions Ltd. operational realities.
- •To analyze how compensation influences performance, retention, and business growth.
- •To study the effect of compensation on the performance, retention and business development of employees.

Methodology

This report includes the use of aid from both primary and secondary data. Primary data will be gathered in the form of day-to-day observations and task performance that will be executed during the three-month internship program. Secondary data will be obtained from internal HR documents and policies, appraisal systems, company web site, and relevant scholarly literature.

Significance

The results of this report are intended to help Agile Minds better develop its HR policies by highlighting the important role that compensation plays in employee engagement and organizational performance. It will contribute in the formulation of a fair, effective and growth-oriented compensation model.

Timeline of the Work

The project is set over a three-month period, which is the length of my internship program.