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1. PURPOSE

It is the policy of the Company to be an equal opportunity employer and to hire individuals on the basis of their qualifications and ability to perform the duties as required by the position.

2. SCOPE

This policy applies to the recruitment of permanent, contract and temporary staffs for Maha Agriculture Public Co. Ltd (in short “Maha”).

3. GUIDELINES

3.1 HIRING APPROVAL

Individual Department Managers, Hub Managers and Branch Managers are responsible for the planning the optimal headcount required for their respective departments. Their manpower plan will be part of the annual budgeting exercise and hiring shall be based on the approved budgeted headcount.

Respective departments and branches must be prudent in hiring, replacements, anticipated workloads and having a budgeted headcount are not automatic reasons for bringing new hires onboard. The following must be taken into account:

- prevailing and anticipated business climate
- possibilities of internal candidates within the Company
- reconfiguration of existing business model and work processes that may result in a change of competencies or loss of jobs

All hiring, whether budgeted or unbudgeted, must be approved by the appropriate approving authorities outlined in Section 4.1.

All unbudgeted headcount must be approved by Remuneration and Nomination Committee (RNC).

3.2 SOURCING

Sourcing of candidates can be done through a combination of methods and this will be determined by HR. Methods can include:

- working with search firms
- newspaper advertisements
- internet postings
- candidate database
- internal referrals

Terms and conditions with search firms shall be negotiated and managed by HR and CEO. HR is to ensure that all search firm partners are treated in a transparent manner and first-come-first basis. All newspaper advertisements and internet postings shall be managed by HR to ensure consistency in company branding and positioning.

3.3 INTERVIEWING

HR in partnership with the hiring manager shall be responsible for shortlisting candidates for interviews.

It is important for employees who are involved in the interviewing process to adopt a professional approach when dealing with potential candidates as this is important to the good image of the Company. Attention must be paid to the following:

- punctuality for interviews
- professionalism at interviews
- clear and detailed job description and expectations
- thank the candidate and let candidate know of the next steps

HR shall be responsible for getting all the necessary information about the candidate. These include the candidate's resume, contact, current remuneration and expectations, and education certificates. Where appropriate, HR is to ensure that the information provided is validated.

Interviewers are to record their feedback after the interview and forward it to HR for consolidation. HR shall be responsible for consolidating all the feedback and inform the hiring manager of the views of all the interviewers.

Where there is a need for the Company to bring candidates in from another Country or Region for interviews, the company may choose to reimburse the candidate for expenses that are incurred as a result of the trip. These include expenses on transport fares, visa fees, meals and accommodation, and the limit in the travel policy, where applicable shall apply. Expenses must take into account the following:

- Class of travel and hotel accommodation applicable to the candidate shall be as per the Company's travel policy – the position level must first be determined between HR and the CEO.
- Where feasible, the airfare and hotel bills should be billed to the Company. In unavoidable cases, the candidate must submit the receipts and bank account details for the Company to reimburse them.

3.4 OFFER

HR shall be responsible for the whole offer process. HR shall work with the hiring manager to propose an appropriate offer for the selected candidate, and then obtain approvals by the approving authorities stated in 4.1. Considerations will be given to various factors to ensure that the offer is competitive and attractive enough to bring in the talent. Hiring managers are not allowed to make any promises to candidates without consulting with HR first.

HR reserves the right to ask the candidate to provide documentary evidence of his/her current or last drawn package for validation.

If the candidate's demands are unreasonable, HR in consultation with the hiring manager reserves the right to withdraw the offer, following which the second-choice candidate may be considered.

To officially accept the offer, candidates must sign on the letter of offer and return to HR department within 7 days from the date of offer.

3.5 HIRING OF FAMILY MEMBERS AND RELATIVES

Hiring of immediate family members is strongly discouraged. Immediate family members are defined as spouse, children, parents and siblings.

Hiring of other relatives (non-immediate family members) may be considered provided the following are strictly observed:

- They are hired based on their merits and possess the required qualifications and experience to perform the job.
- They are not under the direct supervision of their immediate family member if they are successful in the job application.
- Hiring of others, there be appointed in different department (or) branches.
- The employee whose other relatives are being considered must NOT:
 - be part of the hiring decision process;
 - oversee or influence the performance review;
 - have access to compensation information or influence compensation decisions;
 - have any possible conflict of interest.

3.6 RE-EMPLOYMENT OF FORMER EMPLOYEES

Former employees will not be re-employed if:

- they were terminated by the Company for whatever reason;
- their past work performance has not been satisfactory.

In the event when a former employee is hired, it will be considered as fresh hires and their previous tenure will not be taken into account for service benefits purposes, unless exceptionally approved by the approving authorities stated in 4.1.

3.7 INTERNAL REFERRALS

Employees may refer their friends for open positions in the Company. All referrals must be submitted to HR for shortlisting. Employees making the referral must not be part of the decision-making process.

3.8 REFERENCE & BACKGROUND CHECKS

The Company reserves the right to conduct background checks on a potential candidate. HR will be responsible for such exercises. Where appropriate, reference checks will be conducted before hiring the candidate. The reference checks will comply with local labor regulations and confidentiality must be preserved.

All reference checks must be done professionally, and the confidentiality of the candidate concerned must be protected. Reference must be provided voluntarily and all reference checks must be documented Form No. HRP 01-01 Reference Check.

All reference check findings must be shared with the hiring superior. Only the select group of decision-makers who are involved in the hiring should review and have access to the information obtained. In the event of adverse feedback, HR together with hiring superiors must discuss and reach a consensus before making the decision to hire.

Reference checks can be as follows:

3.8.1 IN-HOUSE REFERENCE CHECKS

HR and Immediate Supervisor can get inputs from current employees who may know the candidate. Before getting any inputs, the in-house referees must be briefed on the need for confidentiality and the employee should not discuss the reference checks with others.

3.8.2 EXTERNAL REFERENCE CHECKS

HR will be responsible for contacting external referees and such checks can be done via one of the methods stated below:

- Telephone: There must be proper introduction and identification and the caller must ensure that it is convenient for the referee to talk, if not suggest an alternative time. Use Form No. HRP 01-01 Reference Check as a guide to walk the referee through the questions to solicit inputs. Remember to thank the referee for his inputs.
- E-mail: There must be a proper introduction and explanation of the purpose, attach the Reference Check Form for the referee to complete and send a thank-you email upon receive the reference check
- Mail: There must be an accompanying letter that clearly explaining the purpose, ensure there is a contact person and (phone number and email address) in case the referee needs any clarification. Attach the Reference Check Form for the referee to complete. Send a thank-you note upon receive the reference check

HR will be responsible in ensuring that candidates provide details of at least **2 referees**.

Reference check with the immediate previous superior or company members can only be carried out after the candidate comes on board.

3.8.3 INTERNET RESEARCH

Where appropriate, HR will conduct internet or other published database researches to gather information about a candidate.

4. PROCEDURE

4.1 APPROVAL AUTHORITY

	<u>Direct reports to CEO (n-1)</u>	<u>Branch Manager level and above HQ Officer level staff</u>	<u>Branch Manager level and below</u>
Approval to hire budgeted (approved budget by BoD) headcounts	RNC	CEO	COO

(Un-budgeted headcounts must be approved by RNC)			
Final Candidates must be interviewed by	<ol style="list-style-type: none"> 1. CEO 2. MD 3. COO 4. HR Manager 5. RNC Chairman 	<ol style="list-style-type: none"> 1. CEO 2. COO or MD or HOO 3. HR Manager <p>(At least 3 interviewers)</p>	<ol style="list-style-type: none"> 1. Hiring Manager or Branch Manager 2. HR Manager 3. HOO 4. COO or MD <p>(At least 3 interviewers)</p>
Approval of Candidate and Offer Package	RNC	CEO	HR Manager and CEO
Promotion / Appointment of Internal Candidates to the role	RNC	CEO	HR Manager and COO/MD

5. POST JOINING FORMALITIES:

The individual has to submit personal particular certificates to HR Department on their joining date.

- Educational certificates
- Photo ID (Recent Photos 2 copies)
- Driving license (wherever applicable)
- Police Verification/Township Recommendation
- Proof of Permanent address
- Relieving letter from previous employer. (wherever applicable)

- Bank Account details to HRD

The individual has to fill in the following form on their joining date.

- Employee Application Form
- Duty Report
- Social Security Board Application (If required)

Annexures:

- HRP 01-01_F01 Hiring Requisition Form
- HRP 01-01_F02 Reference Check Form
- HRP 01-01_F03 New Hires Form (Employee Application Form)