Human Resource Disclosure: A Case Study on Listed Banking Companies in Bangladesh

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Abstract - As human resources (HR) are considered a strategic capital and the success of an organization highly depends on skilled manpower, it is essential to investigate HR disclosure practices. Limited research on human resource disclosure from an accounting perspective in the developing country motivates this study. The study aims to evaluate the human resources disclosure practices in the Bangladeshi banking industry. Using content analysis, the disclosure data are collected from the annual reports of 30 listed banks on the Dhaka stock exchange (DSE). 40% of the sample banks disclose the HR practices within the range of 50%-60%, indicating that the banking sector has a wide scope to improve its HR practices. The average HR disclosure practice in the banking industry in Bangladesh is 59.25%. Of which, the highest disclosure is recorded by the HR development 91.25%, while the lowest is in the health and safety, documented by only 19.45%. The highest HR practices are recorded by Prime bank Ltd. Therefore, the study suggests the banks’ managers, regulatory bodies and academicians focus more on the HR disclosure issue to encourage more disclosure of information related to human resources and formulate relevant policies that might create a more favorable working environment for the HR.

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I. INTRODUCTION

Human Resources (HR) refers to core competencies, and knowledge creation and innovation and the creation of value above all material and financial resources. According to the resource-based as well as the existing theoretical knowledge, the success of contemporary organizations is no longer attributed extensively on physical capital but also to intangible assets such as human capital and therefore, human of capital is the driving force of basic sustainable competitive advantage.

In developed countries, it is very common that the parent companies to have a formal disclosure HR practice in their annual report. However, in developing countries such as Bangladesh, and disclosure of human resource side is a very new concept, and it is still in the stage of naive. Although this is not mandatory for the detection of human resources information in the annual report for companies in Bangladesh, it is making some disclosure of human resources voluntarily. There was a dearth of research on the detection of human resources in the context of emerging economies (Khan and Khan, 2010). Human resources is also considered strategic capital, and accounting aspects and reports have become critical to the success of the organization. So far concern far as we know, there have been no acts of careful research Reports on human resources in the annual report of the banking sector in Bangladesh. Thus, this study is trying to find the pattern and extent of disclosure of human resources in the listed banking companies in Bangladesh and to justify the impact of the bank properties over the detection of human resources.

a) Objective

The main objective of this study is to evaluate the human resources disclosure practices in the annual report of the listed banking companies in Bangladesh. To achieve the main objective, the specific objectives of the study are as follows:

1. To find out disclosure practices of human resources at the bank’s annual report.
2. To determine the extent of human resource information reported in the annual report of the corporate banking

b) Methodology of the study

This study was conducted on the basis of secondary data. Secondary data was collected from the annual reports of the selected listed banking companies in Bangladesh. The study took 30 banking companies enlisted in the Dhaka Stock Exchange (DSE) as the sample, that is, the population was considered 100% of the study. The study was conducted in 2022 and hence data for this study was collected from annual report of 2021 to make study up to date.

II. LITERATURE REVIEW

It has been found disclosure of human resources to be supportive of the stakeholders to take appropriate investment decisions in an era of a knowledge-based economy (Sen 2008; Mamun 2009; Hussain Khan and YESMIN, 2004). HC reports that organizations can benefit by attracting and retaining the best talent and enjoy a competitive advantage (Adams2004; King 2002). As a result, it can be aspects of the preparation of external financial reports of human resources play an important role in facilitating the proper use of human resources in an organization (Mamun 2009). However, due to difficulties in measuring
monetary value, it was not reported human resources in traditional financial statements of the organizations (Roslender and Dyson 1992). Therefore, voluntary reporting through annual reports is the best way to inform stakeholders about the value and practice of human resources. Non-disclosure of quantitative human resources may be due to the lack of a single agreed-upon method for measuring information and that only a few People in companies have enough knowledge to identify these statements (Abeysekera 2004; Goh and Li 2004).

In 1973, American Accounting Association defined HRA as “the process of identifying and measuring data on human resources and communicate this information to the parties concerned” (AAA 1973). It provides information about human values and resource costs, and works to facilitate the decision-making process, and stimulates decision-makers to adopt the perspective of human resources (Sackman, Flamholtz, and Bullen 1989). Companies through the progressive in the world now have realized that human resources practices and disclosure of human resources for the stakeholders have a significant effect on performance (Nose, Niemark and Gilani in 2010, Delaney and Huselid 1996; Sing 2004; Wright and McMahan, 1992; Youndt et al. 1996). The study points to the Watson Wyatt (2001) on human capital index that superior human resources practices are not only linked with better financial returns, they are, in fact, a leading indicator of increasing shareholder value. It has gained significant benefits from better information about human resources (Sackman, Flamholtz, and Pullen 1989). According to Guthrie (2001), these information resources to be allocated more effectively within organizations may allow increase has enabled the gaps in skills and capabilities to be identified more easily. The study conducted by Khan and Khan (2010) on disclosure practices of HC in 32 largest manufacturing sector and services sectors listed in the Dhaka stock Exchange (DSE) found that the reporting of human resources of the most important companies in Bangladesh practices were not as low as expected. The researchers found training, number of employees, career development, and employment policies as elements of human resources the most common.

### III. Findings and Analysis

This section focuses on methods of detection of human resources, and the location of the detection, measurement and analysis of the detection of human resources contained in the annual report of the banking companies listed in Bangladesh.

#### a) HR disclosure

The data in Table NO.1 discover that the banking companies in Bangladesh revealed human resources information using text, chart, graph, and image. In the content analysis it was observed that the average corporate banks use 1264.33 words, maximum 3034 words and a minimum of 187 words; the camel 79.17 average, maximum penalties of 363 and a minimum of sentences 11 in the detection of human resources information in its annual report in maximum 2014. 46.6% of the sample banks used 500-1,000 words (Appendix 3) and, more specifically, Prime Bank Limited uses a greater number of words and Dhaka Bank Limited the largest number of sentences in this regard (Appendix 4).

#### Table 1: Words & Sentences for human resource disclosure

| Word  | Sentence |
|-------|----------|
| Mean  | 1264.33  |
| Minimum | 187.00 |
| Maximum | 3034.00 |

Source: Developed by Authors based on analysis of annual report

**Graph 1:** Showing the total human resource disclosure word & sentence of the banking companies
b) Location of disclosure

Analyze the detection of human resources information in the annual report for banking company in Bangladesh site, and found that the banking company discloses information on human resources in different locations or parts of the annual report. Table 2 shows that all (100%) banking companies revealed human resources information, which is, especially with respect to financial and human resources in the income statement and the notes to the financial statements information. The use of banking companies also other important parts of the annual report, such as the president title (60.00%), Managing Director of the address (50.00%), and members of the Board of Director’s report (80%). In spite of 46.67% of the banks’ sample used for other areas of human resources and information disclosure, but No bank disclose any information on human resources in the balance sheet.

Table 2: Shows the locations of HR disclosure in annual reports of the sample banks

| Location                        | No. of Banks | Percentage |
|---------------------------------|--------------|------------|
| Chairman’s Address              | 18           | 60.00%     |
| Board of Directors’ Report      | 24           | 80.00%     |
| Income Statement                | 30           | 100.00%    |
| Balance Sheet                   | 00           | 0%         |
| Notes to the Financial Statement| 30           | 100.00%    |
| Managing Director’s Address     | 15           | 50%        |
| Corporate Information           | 8            | 26.66%     |
| Others                          | 14           | 46.67%     |

Source: Developed by Authors based on analysis of annual report

Graph 1: Showing the total human resource disclosure in percentage & no. of banks of the banking companies

c) Heading-wise HR Disclosure

Total has been ranked detection of human resources in its annual report to eight different categories to analyze the best and a number of selected items under each category are not on an equal footing. As the number of items contained in the human resources, finance is a maximum 20 items, so, it was observed that the banking companies in Bangladesh revealed that the maximum amount of information that is considered in the framework of this area (Appendix 1), but in percentage terms, the financial items HR- not in the highest position. Table 3 shows that the average banking companies detect 59.25% of the human resources information selected, where the average maximum disclosure in the case of human resources development (91.25%), followed by HR- policy (75.00%) and the average minimum detection it was in HR- health and safety areas (19.45%). Observed maximum between the maximum disclosures in human resource development (100%), followed by HR- relationship and
culture (92.31%) and items HR- policy (90.91%) and the minimum between the minimum disclosure observed in human resources in the field of health and safety (0%) items and items followed by basic human resources (5.85%), and other human resource (0%). There is a maximum variation in the case of the other terms of human resources (SD = 20.74), followed by items of basic human resources (SD = 18.48) and the minimum difference is in the case of financial items- HR (SD = 9.32).

Table 3: Heading-wise HR Disclosure in annual report of the sample bank (Percentage)

|                      | HR Policy | Basic HR | HR Fin. | HR Import | Health Safety | HR Develop | HR Relation | HR Other | Total Disclosure |
|----------------------|-----------|----------|---------|-----------|---------------|------------|-------------|----------|-----------------|
| Mean                 | 75.00%    | 49.44%   | 66.00%  | 53.33%    | 19.45%        | 91.25%     | 60.27%      | 32.00%   | 59.25%          |
| Minimum              | 45.46%    | 5.85%    | 45.00%  | 25.00%    | 0.00%         | 37.50%     | 23.08%      | 0.00%    | 47.50%          |
| Maximum              | 90.91%    | 84.62%   | 80.00%  | 75.00%    | 50.00%        | 100%       | 92.31%      | 80.00%   | 78.75%          |

Source: Developed by Authors based on annual report of the sample banks

Table 4 the following chart 1 report the detection of human resources general corporate banking in Bangladesh in 2014. The position she found here that the Bank President, Ltd. has achieved the highest position by revealing the 65 (82.28%) of the specific elements of human resources in securing the annual report in 2014. the southern West Bank Limited and Trust Co., the second and third place by revealing the 63 (79.75%) of the specific elements of human resources, respectively. On the other hand, import and Export Co., Ltd. Bank and Standard Bank Limited combed Last place and 20th by the disclosure of only 38 (48.10%) of the specific elements of human resource.

Table 4: Showing the ranking of sample banks based on total human resource disclosure score

| Rank | Bank Name          | Total score | Percentage | Rank | Bank Name          | Total Score | Percentage |
|------|--------------------|-------------|------------|------|--------------------|-------------|------------|
| 1    | Prime Bank Ltd     | 65          | 82.28      | 12   | Mercantile Bank    | 47          | 59.49      |
| 2    | Southeast Bank Ltd | 63          | 79.75      | 12   | NCC Bank Ltd       | 46          | 58.23      |
| 3    | Trust Bank Ltd     | 60          | 75.94      | 13   | Uttara Bank Ltd    | 45          | 56.96      |
| 4    | SJIBL Ltd          | 59          | 74.68      | 14   | SIBL               | 44          | 55.70      |
| 5    | Dhaka Bank Ltd     | 58          | 73.42      | 15   | Bank Asia Ltd      | 43          | 54.43      |
| 6    | IBBL               | 58          | 73.42      | 15   | One Bank Ltd       | 43          | 54.43      |
| 7    | Mutual Trust Bank  | 56          | 70.87      | 15   | Pubali Bank Ltd    | 43          | 54.43      |
| 8    | Eastern Bank Ltd   | 54          | 68.35      | 16   | AB Bank Ltd        | 42          | 53.16      |
| 8    | Jamuna Bank Ltd    | 53          | 67.09      | 16   | IFIC Bank Ltd      | 42          | 53.16      |
| 9    | Premier Bank Ltd   | 52          | 65.82      | 17   | PUBLIC Bank        | 41          | 51.90      |
| 9    | Rupali Bank Ltd    | 51          | 64.56      | 18   | BRAC Bank Ltd      | 40          | 50.63      |
| 10   | FSIB Ltd           | 49          | 62.03      | 19   | City Bank Ltd      | 39          | 49.37      |
| 10   | UCBL               | 49          | 62.03      | 19   | ICB Islami Bank    | 39          | 49.37      |
| 11   | JANATA BANK        | 48          | 60.76      | 20   | EXIM Bank Ltd      | 38          | 48.10      |
| 12   | Dutch -Bangla Bank | 47          | 59.49      | 20   | Standard Bank Ltd  | 38          | 48.10      |
Graph 1: Showing the total human resource disclosure score of the banking companies

d) Comparative total Human Resource Disclosure

From Table 4, it is revealed that the highest detection of human resources made by the President of the Bank, Ltd. was 82.28% and the lowest was detected by the bank, whether Exim Limited and Standard Bank Limited was 48.10%. Table 5 reveals that the following maximum 12 banks, i.e. 40.00% of the sample of banks revealed 50% - 60% of the specific elements of human resources included in the disclosure of human resources index in this study. Not disclosed any bank less than 40% and more than 80% of selected information and human resources. Only 6 (20.00%) of the sample banks detect 70% - 80% of the information in the annual report. Among a sample of banks, revealed that 56.67% of them less than 60% and 46.67% of the sample banks detect more than 60% of the specific elements of human resources.

Table 5: Showing comparative total human resource disclosure

| Range of total human Resource disclosure | No. of Banks | Percentage of Sample |
|----------------------------------------|-------------|----------------------|
| Less than 40%                          | 0           | 00%                  |
| 40% - 50%                              | 5           | 16.67%               |
| 50% - 60%                              | 12          | 40.00%               |
| 60% - 70%                              | 7           | 23.33%               |
| 70% - 80%                              | 6           | 20.00%               |
| Total                                  | 30          | 100.00%              |

Source: Developed by Authors based on total HR disclosure score

If you compare the results of the current study with previous studies Imam (2000); Olssoon (2001); Hussain Khan and Youndt (2004), it can be said Huang, and Jusoff (2008) that the disclosure of human resources in the banking companies in Bangladesh is in a good position. Finally, voluntary disclosure, the position public disclosure of human resources corporate banking in Bangladesh can be considered to be satisfactory.

IV. Recommendations

Among other things, the effects of the main process of this study are: management and accountants banking companies on human understanding is expected to disclose the real resources of this research position, it is expected to be the motive in the disclosure of information resources more human in its annual report to also improve its
image and attract more of promising workers for its banks. Researchers in the detection of human resources might be used beneficially issues raised in this article more comprehensive studies in the detection of human resources. It is expected to realize the real position of the detection of human resources corporate banking in Bangladesh, which will help them in the formulation of guidelines and laws in this regard to the disclosure of human resources in a certain framework, and to encourage banking companies in the detection of government regulators practices and other more information about resources Humanity.

V. Conclusion

The success of the organizations services geared primarily depends on the efficiency of human resources capabilities. Clients, borrowers, investors and other relevant parties of banking companies evaluate information related to human resources in the selection of a bank and valuable information on human resources of the organization are very important for decision-makers in the modern knowledge-based economy era. Although the disclosure of human resources in the banking companies can be said to be satisfactory level, but the framework of disclosure and the level of disclosure is not the same for all banks. Therefore, to achieve these disclosures in a certain framework, and to encourage more disclosure of information related to human resources, the government and other regulatory bodies should formulate relevant that might create a more favorable working environment provision Shum Resources in the banking companies in Bangladesh. Study some of the restrictions that will be considered in the use and interpretation of the results of the study. Home restrictions for this study include: The study used secondary data only. It is based on the listed banking companies choose deliberate Bangladesh used only and annual reports for one year to study. The study recommends the areas of detection of the following specific human resources for further research: Detection of human resources in the banking sector: the longitudinal evaluation. Comparative detection of human resources: study across the industry in Bangladesh.

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32. Appendix #1: Total HR Disclosure score classified into 8 classes
## Appendix #2: Total HR Disclosure score in percentage

| Banks names         | HR Policies | Basic HR information | Financial information | HR important to organization | Health & safety at works | HR Development | HR relationship & culture | Employee other factor |
|---------------------|-------------|----------------------|-----------------------|------------------------------|---------------------------|----------------|--------------------------|-----------------------|
|                     | %           | %                    | %                     | %                            | %                         | %              | %                        | %                     |
| 1. AB BANK          | 45.45       | 53.84                | 55.00                 | 75.00                        | 16.67                     | 100            | 61.54                    | 20.00                 |
| 2. PUBLIC BANK      | 72.73       | 38.46                | 55.00                 | 50.00                        | 16.67                     | 100            | 38.46                    | 40.00                 |
| 3. BANK ASIA        | 81.81       | 84.62                | 60.00                 | 75.00                        | 16.67                     | 75.00          | 53.89                    | 20.00                 |
| 4. BBA CREDIT BANK  | 63.64       | 27.08                | 65.00                 | 50.00                        | 16.67                     | 62.50          | 61.54                    | 20.00                 |
| 5. CITY BANK        | 54.55       | 69.23                | 60.00                 | 50.00                        | 16.67                     | 75.00          | 69.23                    | 00.00                 |
| 6. DHAKA BANK       | 81.81       | 46.15                | 60.00                 | 75.00                        | 50.00                     | 100            | 69.23                    | 40.00                 |
| 7. DUTCH BANGLA     | 72.72       | 38.46                | 70.00                 | 50.00                        | 16.67                     | 100            | 53.89                    | 20.00                 |
| 8. EBL              | 45.45       | 69.23                | 70.00                 | 75.00                        | 16.67                     | 100            | 53.89                    | 40.00                 |
| 9. EXIM BANK        | 91.91       | 46.15                | 55.00                 | 50.00                        | 16.67                     | 87.50          | 46.15                    | 20.00                 |
| 10. FIRST S BANK    | 72.73       | 38.46                | 75.00                 | 75.00                        | 16.67                     | 100            | 46.15                    | 00.00                 |
| 11. ICICI BANK      | 63.63       | 27.08                | 75.00                 | 50.00                        | 16.67                     | 37.50          | 61.54                    | 20.00                 |
| 12. IFIC            | 54.54       | 30.77                | 80.00                 | 50.00                        | 16.67                     | 62.50          | 76.92                    | 40.00                 |
| 13. ISLAMIC BANK    | 91.91       | 69.23                | 65.00                 | 50.00                        | 16.67                     | 100            | 61.54                    | 60.00                 |
| 14. JAMUNA BANK     | 54.54       | 53.84                | 65.00                 | 25.00                        | 16.67                     | 100            | 53.89                    | 40.00                 |
| 15. MCB CREDIT BANK | 54.54       | 46.15                | 75.00                 | 50.00                        | 16.67                     | 100            | 76.91                    | 40.00                 |
| 16. MBF BANK        | 54.54       | 69.23                | 65.00                 | 50.00                        | 16.67                     | 100            | 69.23                    | 00.00                 |
| 17. SHAHJALAL BANK  | 81.81       | 46.15                | 65.00                 | 50.00                        | 16.67                     | 62.50          | 69.23                    | 20.00                 |
| 18. NCC BANK        | 54.54       | 53.84                | 65.00                 | 25.00                        | 16.67                     | 00.00          | 100                      | 61.54                 |
| 19. ONE BANK        | 54.54       | 46.15                | 80.00                 | 50.00                        | 16.67                     | 100            | 53.89                    | 40.00                 |
| 20. PREMIAL BANK    | 91.92       | 61.54                | 65.00                 | 50.00                        | 16.67                     | 100            | 53.89                    | 20.00                 |
| 21. PRIME BANK      | 72.72       | 84.61                | 70.00                 | 25.00                        | 16.67                     | 100            | 69.23                    | 40.00                 |
| 22. PUBALI BANK     | 63.63       | 38.46                | 65.00                 | 50.00                        | 16.67                     | 100            | 61.54                    | 80.00                 |
| 23. RUPALI BANK     | 63.63       | 46.15                | 75.00                 | 75.00                        | 50.00                     | 100            | 69.23                    | 20.00                 |
| 24. SIBL            | 54.54       | 84.62                | 50.00                 | 50.00                        | 16.67                     | 100            | 61.54                    | 40.00                 |
| 25. SOUTHEAST BANK  | 72.72       | 53.84                | 65.00                 | 50.00                        | 16.67                     | 100            | 69.23                    | 40.00                 |
Appendix #3: List of expected HR Information Disclosure in Annual Report

| HR POLICIES | Basic HR Information: |
|-------------|-----------------------|
| 1. Policy of compensation | 1. Statutory number of employees by category |
| 2. Policy of reward | 2. General Education |
| 3. Policy of recruitment | 3. Vocational qualification |
| 4. Policy of safety | 4. Work-related knowledge |
| 5. Policy of communication | 5. Employee age |
| 6. Policy of training | 6. Employee diversity |
| 7. Policy towards sexual equality | 7. Employee capabilities |
| 8. Policy towards Racial Equality | 8. Geographical distribution of employee |
| 9. Policy towards Equal opportunities | 9. Categories of employees by sex |
| 10. Policy towards Employment of disabled persons | 10. Number of employees for 2 or more years |
| 11. Policy related to Human resource development | 11. Employment reports |
| 12. Special know skill | 12. Special know skill |

| Financial information of HR | HR Importance to organization |
|----------------------------|--------------------------------|
| 1. Provident fund | 1. Employee participation in decision making |
| 2. Medical facilities | 2. Action with respect to informing employees, consulting employees, encouraging (and engaging in) employee participation and communication |
| 3. Employee life insurance | 3. Performance recognition |
| 4. Executive compensation | 4. Recognizing human resource as an important resource of the organization |
| 5. Workers fund | 5. Employee motivation |
| 6. Managerial remuneration | 6. Number of employees trained |
| 7. Cost of safety measures | 7. Future plan of Human resource development |
| 8. Human resource development fund | 8. Future plan of Human resource development |
| 9. Superannuation fund | 9. Future plan of Human resource development |
| 10. Awards & Rewards for good performance | 10. Future plan of Human resource development |
| 11. Loans & advances to HR | 11. Future plan of Human resource development |
| 12. Pension & social security cost | 12. Future plan of Human resource development |
| 13. Amount spent of training | 13. Future plan of Human resource development |
| 14. Statutory wages | 14. Future plan of Human resource development |
| 15. Employees fringe benefits, Early retirement | 15. Future plan of Human resource development |
| 16. Provision for employees benefits | 16. Future plan of Human resource development |
| 17. Amount spent on recruitment & selection | 17. Future plan of Human resource development |
| 18. Retirement benefits & gratuity paid | 18. Future plan of Human resource development |
| 19. Profit sharing & employment share option plans. | 19. Future plan of Human resource development |
| 20. Increasing employee financial & economic awareness. | 20. Future plan of Human resource development |

| Health and safety at work | Employees other factors |
|---------------------------|-------------------------|
| 1. Health and safety at work | 1. Entrepreneurial spirit of HR |
| 2. Toxic hazards (e.g.) to employees and the public | 2. Employee involvement with community |
| 3. Any reference to health and safety law and or inspection | 3. Separate HRA statement (HR value) |
| 4. Information to employees, training in health and safety issues | 4. Management succession plan |
| 5. Accidents and injuries | 5. Job environment |
| 6. Data on accidents | 6. Welfare information |
| 7. Industrial relationship | 7. Industrial relationship |
| 8. Cultural Environment | 8. Cultural Environment |
| 9. Sports activities | 9. Sports activities |
| 10. Annual picnic/traveling | 10. Annual picnic/traveling |
| 11. Employee teamwork | 11. Employee teamwork |
| 12. Punishment to HR Employee turnover | 12. Punishment to HR Employee turnover |
| 13. Cultural function | 13. Cultural function |

| Appendix #3: List of expected HR Information Disclosure in Annual Report | |
|---------------------------|-----------------|
| 1. Provident fund | 2. Medical facilities |
| 3. Employee life insurance | 4. Executive compensation |
| 5. Workers fund | 6. Managerial remuneration |
| 7. Cost of safety measures | 8. Human resource development fund |
| 9. Superannuation fund | 10. Awards & Rewards for good performance |
| 11. Loans & advances to HR | 12. Pension & social security cost |
| 13. Amount spent of training | 14. Statutory wages |
| 15. Employees fringe benefits, Early retirement | 16. Provision for employees benefits |
| 17. Amount spent on recruitment & selection | 18. Retirement benefits & gratuity paid |
| 19. Profit sharing & employment share option plans. | 20. Increasing employee financial & economic awareness. |

| Health and safety at work | Employees other factors |
|---------------------------|-------------------------|
| 1. Health and safety at work | 1. Entrepreneurial spirit of HR |
| 2. Toxic hazards (e.g.) to employees and the public | 2. Employee involvement with community |
| 3. Any reference to health and safety law and or inspection | 3. Separate HRA statement (HR value) |
| 4. Information to employees, training in health and safety issues | 4. Management succession plan |
| 5. Accidents and injuries | 5. Job environment |
| 6. Data on accidents | 6. Welfare information |
| 7. Industrial relationship | 7. Industrial relationship |
| 8. Cultural Environment | 8. Cultural Environment |
| 9. Sports activities | 9. Sports activities |
| 10. Annual picnic/traveling | 10. Annual picnic/traveling |
| 11. Employee teamwork | 11. Employee teamwork |
| 12. Punishment to HR Employee turnover | 12. Punishment to HR Employee turnover |
| 13. Cultural function | 13. Cultural function |
### Appendix #4: Ways of Disclosure

| Rank | Name                          | WORDS | Sentence |
|------|-------------------------------|-------|----------|
| 1    | Exim Bank                     | 1008  | 146      |
| 2    | AB Bank                       | 567   | 89       |
| 3    | One Bank                      | 486   | 57       |
| 4    | SIBL Bank                     | 863   | 88       |
| 5    | SHAHJALAL Bank                | 224   | 32       |
| 6    | Union Bank                    | 379   | 77       |
| 7    | Janata Bank                   | 3034  | 264      |
| 8    | Prime Bank                    | 267   | 30       |
| 9    | South East Bank               | 1728  | 99       |
| 10   | Bank Asia                     | 2267  | 363      |
| 11   | IFIC Bank                     | 1134  | 131      |
| 12   | Agrani Bank                   | 981   | 84       |
| 13   | UCB Bank                      | 187   | 12       |
| 14   | MBL Bank                      | 2470  | 196      |
| 15   | Uttara Bank                   | 407   | 36       |
| 16   | Public Bank                   | 2252  | 128      |
| 17   | City Bank                     | 1294  | 147      |
| 18   | Basic Bank                    | 193   | 11       |
| 19   | Dhaka Bank                    | 3225  | 250      |
| 20   | Jamuna Bank                   | 619   | 52       |
| 21   | Standard Bank                 | 694   | 57       |
| 22   | Commercial Bank               | 3713  | 312      |
| 23   | Trust Bank                    | 1635  | 141      |
| 24   | Dutch - Bangla Bank Ltd.      | 335   | 37       |
| 25   | Islamic Bank                  | 2664  | 186      |
| 26   | Mutual Trust Bank             | 1123  | 98       |
| 27   | Premier Bank                  | 781   | 88       |
| 28   | ICB Islamic Bank              | 556   | 41       |
| 29   | BRAC Bank                     | 1456  | 155      |
| 30   | EBL Bank                      | 1403  | 158      |