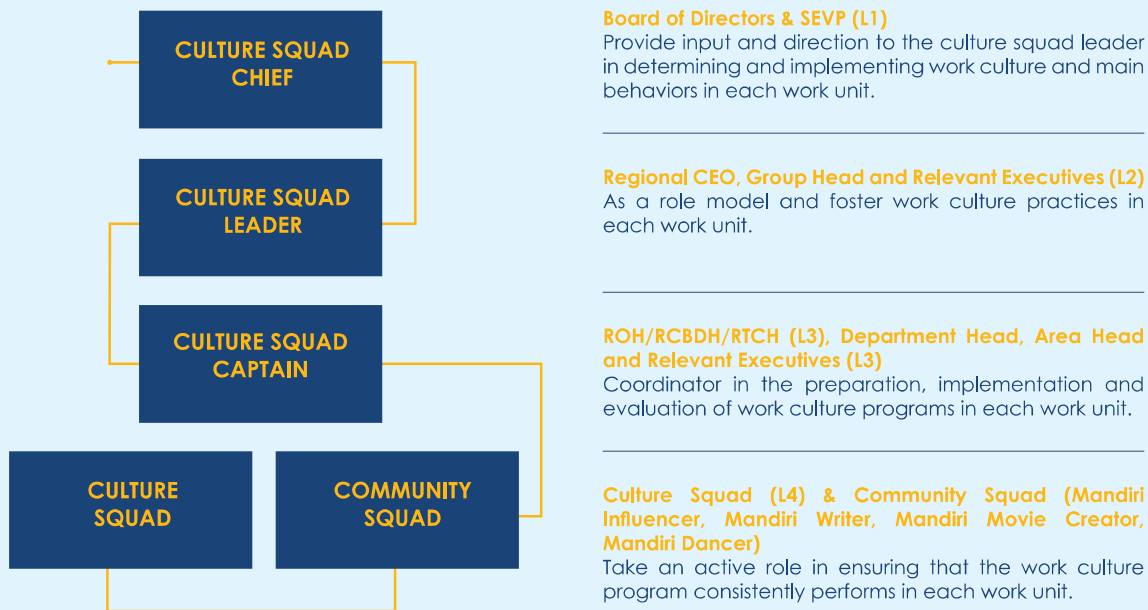


HUMAN CAPITAL MANAGEMENT PROGRAMS IN 2024



- *) Provisions related to Culture Network Team refer to:
- Memorandum No. PPP.HCE/CMD.273/2021 & PPP Letter No. HCE/CMD.141/2021 dated 30 April 2021 on the adjustment of the organizational structure of the Culture Network Team in order to strengthen work culture practices in 2021.
 - Decree of the Board of Directors No. KEP. DIR/34/2022 dated 23 September 2022 on Appointment and Determination as Culture Squad.
 - Decree of the Board of Directors No. KEP. DIR/33/2022 dated 23 September 2022 on Appointment and Determination as Culture Squad Captain.

FLAGSHIP PROGRAMS

The following bankwide flagship programs have been implemented during 2024, as follows:

No.	Program	Description	Purpose
1	Well-being Program	Covering the aspects of Physical, Psychological, Financial, and Workplace well-being, which are structured around three main pillars: Employee Assistance, Well-being Program, and Well-being Campaign.	Enhancing the implementation of employee well-being initiatives and exploring measures to maintain well-being while performing daily work tasks.
2	AKHLAK Townhall Mandiri Group	As part of the series of activities commemorating the 4th Anniversary of AKHLAK, the management organized a townhall meeting involving the Board of Directors and all employees under the theme: "AKHLAK as the Foundation of SOEs for Sustainable Performance Growth and Improved Services."	The management's directives to all employees focused on: <ul style="list-style-type: none"> • Optimizing the implementation of AKHLAK values to sustainably enhance employee performance • Raising awareness and reinforcing employee adherence to the Respectful Workplace Policy (RWP) within the work environment



HUMAN CAPITAL MANAGEMENT PROGRAMS IN 2024

No.	Program	Description	Purpose
3.	Culture Campaign Multichannel	The strategy involves launching a campaign program that utilizes an integrated approach to various internal communication platforms and channels. This includes disseminating messages and reinforcing the company's cultural values through narratives, presentations, posters, videos, and interactive podcasts. Each channel is tailored to its unique context, packaging, and audience characteristics to ensure the delivery is effective and engaging.	The goal is to communicate management's directives and focus areas, such as Mandirian DNA characteristics and employee well-being, in a way that is easily understood and embraced by the target employees.
4	Corporate Culture Training	This program forms part of the internalization process for AKHLAK core values and the Mandirian DNA (m-DNA) as unique characteristics, targeting both new hires (ODP) and existing employees (SDP) through core module training sessions before they commence their assignments.	<ul style="list-style-type: none"> Establish a clear understanding of the AKHLAK core values and their impact on accelerating business transformation. Building knowledge about the unique characteristics of the Mandirian DNA (m-DNA) and how these traits are shaped by AKHLAK core values. Instill a sense of ownership among participants, ensuring that the core values of AKHLAK and the m-DNA are seen as personal responsibilities that must be demonstrated in employees' behaviors.
5	AKHLAK Blusukan Culture	An informal communication forum between management and employees that focuses on the topics of AKHLAK core values and employee well-being.	To deliver motivation and conduct monitoring (pulse check) regarding how the implementation of AKHLAK and well-being programs supports bank-wide initiatives and creates the Mandirian Joint Movement "Always Deliver & Always Ahead."
6	AKHLAK Culture Visit	A discussion forum for the Culture Network Team (CNT) at Regional and Headquarters units, held regularly both online and offline.	<ul style="list-style-type: none"> To gather feedback as an area of improvement for the implementation of cultural programs. To conduct a pulse check on cultural program implementation within the units through CNT.
7	Edutainment Mandiri Best Employee (MBE)	A development program for Bank Mandiri's top employees delivered in an edutainment format.	<ul style="list-style-type: none"> Enhancing engagement and psychological well-being to foster closer connections with the Creator. Providing spiritual experiences for MBE winners to deepen their understanding of religious values and embrace the principles within AKHLAK core values, thereby strengthening purpose of work. Providing new knowledge and networks, allowing participants to bring back positive insights from the program and shaping them into Strategic Business Leaders Who Always Deliver and Always Ahead (mDNA).

HUMAN CAPITAL MANAGEMENT PROGRAMS IN 2024

No.	Program	Description	Purpose
8	Mandiri Best Employee (MBE)	A training program designed for all top employees of Bank Mandiri (Mandiri Best Employees) to serve as role models in embodying AKHLAK values and fostering a strong sense of national identity as professional bankers.	<ul style="list-style-type: none"> Enhancing the capabilities of candidates with strong national awareness and high integrity, enabling them to become role models within their respective units. Fostering a deep sense of love and pride for Indonesia.
9	Mandirian Ber-NYALI (Mandirian Bergerak Nyata untuk Lingkungan)	A program aimed at supporting Bank Mandiri's Sustainable Finance Action Plan (RAKB), particularly in fostering sustainable operations by encouraging eco-friendly behaviors among employees. These include reducing plastic use, minimizing paper consumption, conserving electricity, and separating organic from non-organic waste.	<ul style="list-style-type: none"> Enhancing employees' awareness of the importance of environmental care (eco-friendly acts). Pulse checks on cultural program implementation within work units through the Culture Network Team (CNT).
10	ABC in Mandiri (Asyiknya Bahas Culture)	An educational and socialization program delivered in podcast format that provides information about various culture-related topics, wellbeing initiatives, and other matters currently prioritized by Bank Mandiri's management.	The program serves as a fun and engaging medium to increase employee awareness of culture, wellbeing, and management concerns, making these topics more accessible and relatable.
11	Mandiri Innovation	An innovation incubation program designed to foster experimentation and cultivate a culture of innovation, enabling the creation of a competitive edge at Bank Mandiri.	This initiative provides employees with the space and resources to engage in innovative activities, thereby accelerating the innovation process within the Bank.
12	Mandiri Young Leader (MYLead)	A development program for Top Talent at the L4 level that involves three years of stretch and challenging assignments.	This initiative aims to accelerate the career growth of L4 employees, preparing them to become successor-ready for the next level (L3).
13	Future ME (Mandirian Excellence)	A development program for active students from first to fourth year who have been selected through a rigorous process, designed to accelerate and build their career in the banking industry.	<ul style="list-style-type: none"> Enhance students' knowledge in financial management, career preparation, and leadership. Provide insight and a clearer picture of a career path at Bank Mandiri.
14	My Digital Academy (MDA)	My Digital Academy is an early engagement and hiring program for final-year students and fresh graduates from selected universities and faculties. The program includes a one-month IT capability development innovation bootcamp.	This serves as a platform to attract the best digital talents in support of the Corporate Plan to become The Best Modern Digital Bank, while also positioning Bank Mandiri as an employer of choice among students from various universities.