

HUMAN CAPITAL MANAGEMENT PROGRAMS IN 2024

MALP is held for ±3 months, consisting of 2 Educate modules, each lasting 5 days.

By participating in this program, the participants are expected to have strategic leadership skills that are capable to lead organizations and teams to achieve the vision. During 2024, 2 (two) MALP cohorts have been held with a total of 60 top L3 talent participants.

- **Mandiri Advanced First Leaders Program (MAFLP)**

Mandiri Advanced First Leaders Program (MAFLP) is a Leadership development program that prepares BOD-3 top talents (Team Leaders, Branch Managers or equivalent) to the next level of leadership. The focus of this program development is People Focus, Digital Mindset, Strategy & Innovation. During 2024, 10 MAFLP cohorts have been held with a total of 498 top L4 talent participants.

- **Mandiri Executive Leaders Program (MAELP)**

Mandiri Executive Leaders Program (MAELP) is a leadership development program for Commissioners, Directors and SEVP levels. This program aims to improve leadership and technical capabilities in accordance with Bank Mandiri's business needs, as well as build relationships with other stakeholders. In 2024, 6 (six) Commissioners and 7 (seven) Directors have participated in this program at various Top Global Universities.

- **Post Graduate Scholarship Program (S2)**

A development program for top talents employees who are selected to attain postgraduate formal education both overseas and domestically.

- **Mandiri Executive Scholarship for Postgraduate (MESP)**

A domestic S2 scholarship program to improve the knowledge and skills of top talents employees at the BOD-2 level which focuses on developing future skills needed in the Bank's long-term strategy. In 2024, there were 21 (twenty-one) L3+ and L3 employees (Department Head and equivalent) participating in the program.

- **S2 Scholarship Program Abroad**

An S2 scholarship program overseas that aims to increase the exposure, networking skills and knowledge of participants related to global insights relevant to Bank Mandiri's needs. In 2024, there were 30 (thirty) employees that currently studying Post Graduate scholarships in the Top 15 Universities around the world. The fields of study taken are Digital Business, Advanced Finance, Technology, and Enablers (Human Resources & Laws).

- b. **Technical Development Program**

A technical employee competency improvement program in accordance with the managed business segment. This technical capability development program is held thematically and specifically with the aim of increasing the knowledge and skills of employees in business units which include wholesale banking, retail banking, risk management, IT and digital banking, as well as other fields, including banking operations, finance, and human resources. In 2024, 896 technical program modules were carried out with 168,292 participants.

The following are several technical programs training held in 2024:

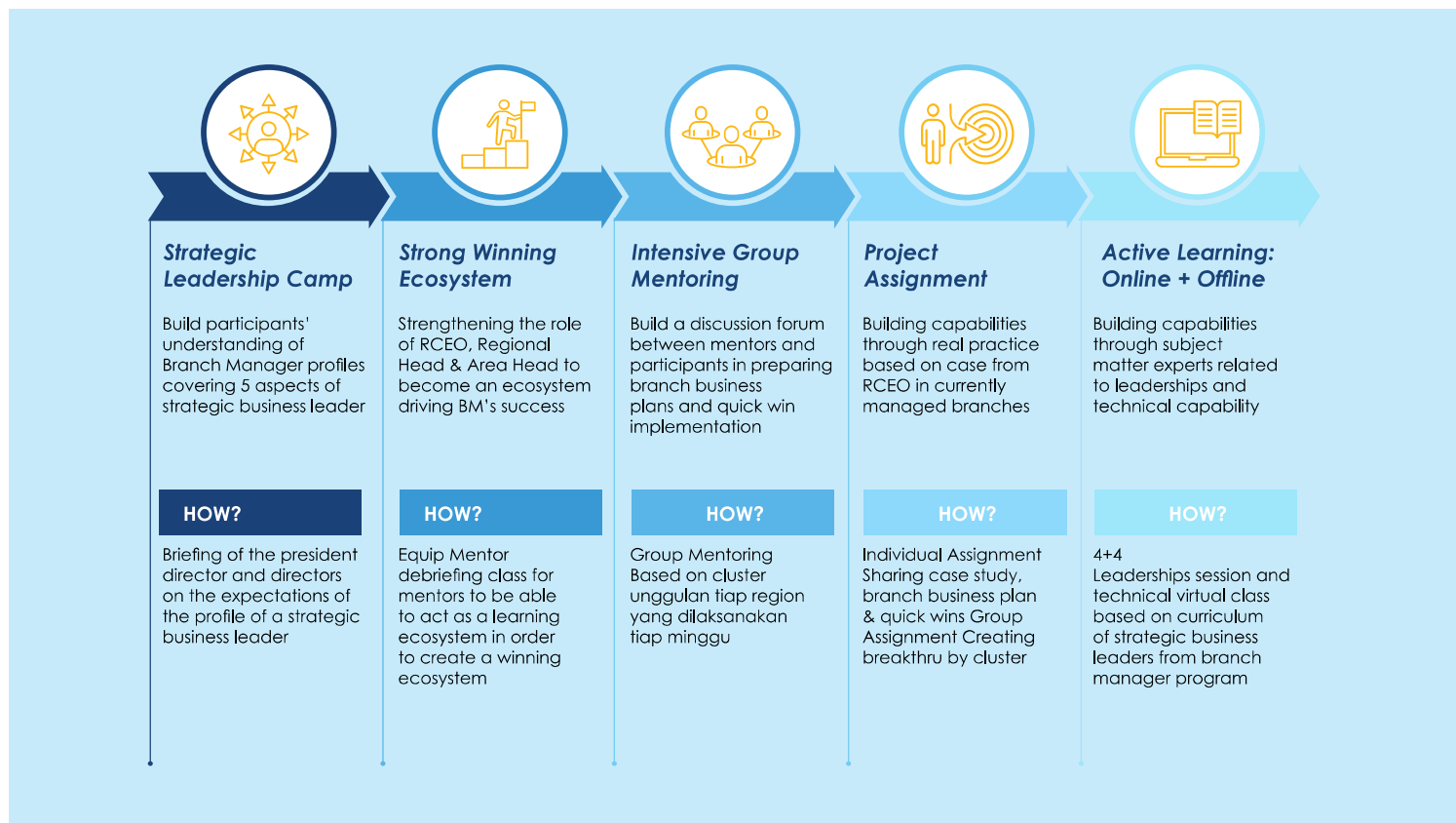
- **Strategic Business Leaders (SBL) Program**

To realize Bank Mandiri's aspiration to become an Undisputed Industry Leader, one of the focuses carried out by Bank Mandiri is to develop Mandirian's capabilities as strategic business leaders.

The purpose of the Strategic Business Leaders program is to equip all L3 Level employees, particularly Bank Mandiri Leaders at the head office and regions with the skills and capabilities to be able to lead in implementing the 3-3-1 corporate strategy in achieving market dominance by creating own game in their work units. In 2024, this program was attended by 3,737 employees.



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- **Wholesale RM Coverage Program**

Wholesale RM Coverage is a program to develop RM Wholesale capabilities to support the Wholesale Banking business and Value Chain for employees to be able to provide end to end transaction solutions to customers, become ecosystem enablers and maintain relationships with customers both at head office and regions through training programs. In 2024, this program was attended by 10,016 employees.

- **Digital Talent Readiness for Future**

Digital Talent Readiness for Future is a digital talent program for Bank Mandiri employees, which is implemented through 2 programs to improve the digital capabilities of Bank-wide employees as Digital Leaders, such as:

- IT Bootcamp
- MSJD - Mandirian Ready to Go Digital

As of December 2024, the Digital Talent Readiness for Future Program has been implemented with a total of 8,726 participants.

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Competencies Development by Program

| Development Program | 2024 | | 2023 | |
|--|-------|--------------|-------|--------------|
| | Batch | Participants | Batch | Participants |
| Leadership Development Program | | | | |
| Officer Development Program | 27 | 827 | 21 | 640 |
| Staff Development Program | 19 | 611 | 16 | 568 |
| SESPIBANK Program | 2 | 3 | 1 | 1 |
| Mandiri People Manager (MPM) Fundamental | 3 | 163 | 2 | 615 |
| Mandiri People Manager (MPM) Advance | 1 | 1,027 | 0 | 0 |
| Mandiri People Manager (MPM) Mastery | 1 | 213 | 3 | 81 |
| Mandiri Advanced Leaders Program (MALP) | 2 | 60 | 2 | 65 |
| Mandiri Advanced First Leaders Program (MAFLP) | 10 | 498 | 5 | 364 |
| Mandiri Executive Leaders Program (MAELP) | 15 | 13 | 5 | 14 |
| S2 Program | 3 | 51 | 2 | 73 |
| Women Leadership Program | - | - | 2 | 280 |
| Other Leaderships | 65 | 9,670 | 58 | 6,529 |
| Technical Development Program | 2,839 | 168,292 | 2,718 | 300,228 |
| E-learning & Podcast | 9,071 | 768,204 | 3,369 | 483,598 |

Competency Development Based on Position Level

Bank Mandiri consistently upholds the principle of equality in its employee competency development programs, providing equal opportunities for all employees to enhance their potential. In 2024, a total of 38,002 employees participated in training, accounting for 97.8% of the active workforce. This included 18,193 male employees (98.2%) and 19,809 female employees (97.4%). The number of employees attending training in 2024 increased by 97.5% compared to 2023, which saw participation from 37,084 employees.

Competency Development by Position Level in 2023-2024

| No. | Employee Levels | Total Training | |
|--------------------|-------------------|----------------|---------------|
| | | 2024 | 2023 |
| 1. | Commissioner | 10 | 12 |
| 2. | Director | 12 | 12 |
| 3. | SEVP - SVP | 154 | 158 |
| 4. | VP - AVP | 4,120 | 3,965 |
| 5. | SM - FAM | 13,993 | 13,822 |
| 6. | Officer | 19,659 | 19,751 |
| 7. | Non Officer | 55 | 59 |
| 8. | Pension/Terminate | 2,032 | 1,738 |
| Grand Total | | 40,035 | 39,517 |

Total Days and Hours of Training (Man Hour) by Gender in 2023-2024

| Gender | Total Trainees | | Total Training Duration (hours) | | Average Training Hours per Employee | |
|--------------------|----------------|---------------|---------------------------------|------------------|-------------------------------------|--------------|
| | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| Female | 20,916 | 20,623 | 2,140,788 | 2,664,804 | 102,4 | 124,4 |
| Male | 19,119 | 18,894 | 2,175,159 | 2,674,432 | 113,8 | 136,6 |
| Grand Total | 40,035 | 39,517 | 4,315,947 | 5,339,236 | 107,8 | 135,1 |