

## HUMAN CAPITAL MANAGEMENT

Bank Mandiri recognizes Human Capital as a key enabler in achieving the Strategic Focus 2025 of **Integrated Strategic Growth and Transformational Leadership Driven by Orchestrating the Ecosystem**. In 2025, the Bank's Human Capital management was directed toward building strong leadership capabilities, supporting business transformation, and strengthening alignment between people and corporate strategy.

Human Capital development also supported the three Strategic Objectives of 2025, namely dominating transaction banking, leading in low-cost funding, and maintaining its position as the largest lender, by ensuring every Mandirian evolves collectively as part of one cohesive organization. The Bank emphasized continuous learning, talent mobility, and performance culture to encourage collaboration across wholesale, retail, and subsidiaries, reinforcing the spirit of One Mandirian to deliver sustainable value.

## HUMAN CAPITAL FRAMEWORK

Bank Mandiri's Human Capital Framework is designed to align people strategy with business priorities and the implementation of the Corporate Plan 2025–2029. It emphasizes the development of future-ready and transformative leaders who can orchestrate collaboration, innovation, and sustainable performance across ecosystems, while strengthening organizational agility and productivity through digital integration, competency-based management, and continuous capability building. At the same time, the Bank cultivates a unified culture that connects all Mandirians under shared values of integrity, professionalism, and service excellence.

Through Mandiri Corporate University, the Bank provides an integrated learning ecosystem that combines leadership development, technical and digital skill enhancement, and values-based learning. This comprehensive framework ensures that Human Capital continues to evolve in harmony with strategic transformation, empowering every Mandirian to contribute meaningfully to innovation, operational excellence, and long-term growth.

# HUMAN CAPITAL STRATEGY

## THE BEST FINANCIAL INSTITUTION IN SOUTHEAST ASIA

Developing transformative business leaders who are capable of managing risks and committed to always deliver and always ahead



In supporting the Bank's 2025 Strategy, Human Capital focused its management on three main strategic initiatives, namely Capability (Building World-Class Top Leaders Talent Factory), Capacity (Elevating a Future-Fit Organization and Highly Productive Workforce), and Work Culture (Strengthening People Mindset and Groupwide Culture through Ethics and Integrity). These three strategic initiatives are further translated into six Human Capital game plan focuses, as described below:

- 1. Capability:** Aligning the Bank's vision and strategy to drive progressive execution, as well as developing employee capabilities through a Beyond Learning approach oriented toward strengthening leadership and future business readiness.
- 2. Capacity:** Transforming the organizational structure and enhancing employee productivity, as well as realizing superior talent performance through the implementation of strategic remuneration schemes and a competitive Performance Management System (PMS).
- 3. Work Culture:** Developing outstanding Mandiri employees through the internalization of mDNA values, and creating a positive employee experience to strengthen engagement and position Bank Mandiri as an employer of choice.

# BANK MANDIRI HUMAN CAPITAL ARCHITECTURE

Bank Mandiri Human Capital Architecture consists of 3 (three) key components:

- 1. M-DNA & AKHLAK**  
Represents the specific behaviors (unique characteristics) of all Bank Mandiri employees, referred to as Mandirian DNA (m-DNA). m-DNA reflects the unique characteristics of Mandiri employees as the embodiment of the core values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative). These specific behaviors are actualized through the collective movement of Bergerak Berdampak Mandirian to realize Mandiri employees who always deliver and always ahead in achieving Bank Mandiri's vision and aspirations.

## 2. Employee Value Proposition (EVP) & Culture

The foundation of Mandiri Human Capital development is driven by the objective of building the AKHLAK Mandirian culture and positioning Bank Mandiri as a workplace that offers a strong Employee Value Proposition, namely opportunities to learn, grow, collaborate, and contribute meaningfully to Bank Mandiri and Indonesia.

To enhance productivity and support the Bank's performance growth, this is reinforced through the implementation of an Employee Well-being Policy to create a productive, healthy, safe, comfortable, happy, harmonious, and inclusive working environment.

## 3. Human Capital Life Cycle

The Employee Value Proposition (EVP) is realized through comprehensive management of all stages of the employee lifecycle, encapsulated in the "Human Capital Life Cycle." This process begins with organizational structure and capacity design, followed by recruitment, onboarding, recognition, development, and finally, retirement and exit.

The Human Capital Life Cycle includes:

- ARCHITECT** (Organization Structure and Capacity) – Organization Development: Organizational development which includes organizational structure design and position evaluation, career development, and employee needs planning (capacity planning).
- ATTRACT** (Recruitment – Human Resource Fulfillment): A reliable Human Resources fulfillment system both through internal and external sources, and employee attraction (strategies to attract employees).
- ALIGN** (Onboarding & Employee Relation – Employee Onboarding and Employment Relations System): A friendly system of employee onboarding and relations for employees and new employees.
- ADVANCE** (Learning and Development): Training and capability development of employees to support business needs.
- APPRAISE** (Performance – Individual Performance Management): Employee performance appraisal and feedback system that is accountable and transparent.

- AWARD** (Reward – Reward System (Total Reward)): Competitive and accurate employee reward system.
- ACTUALIZE** (Talent and Succession): Quality and timely talent and succession management system.
- ADIEU** (Retire and Exit): Employee termination system and pension plan.

In addition to these three components, Bank Mandiri's employee management is supported by the strengthening of Human Capital technology infrastructure. The continuous development of HR systems and technology infrastructure is undertaken to enhance user-friendliness, thereby driving higher employee engagement through integrated end-to-end employee life cycle management.

