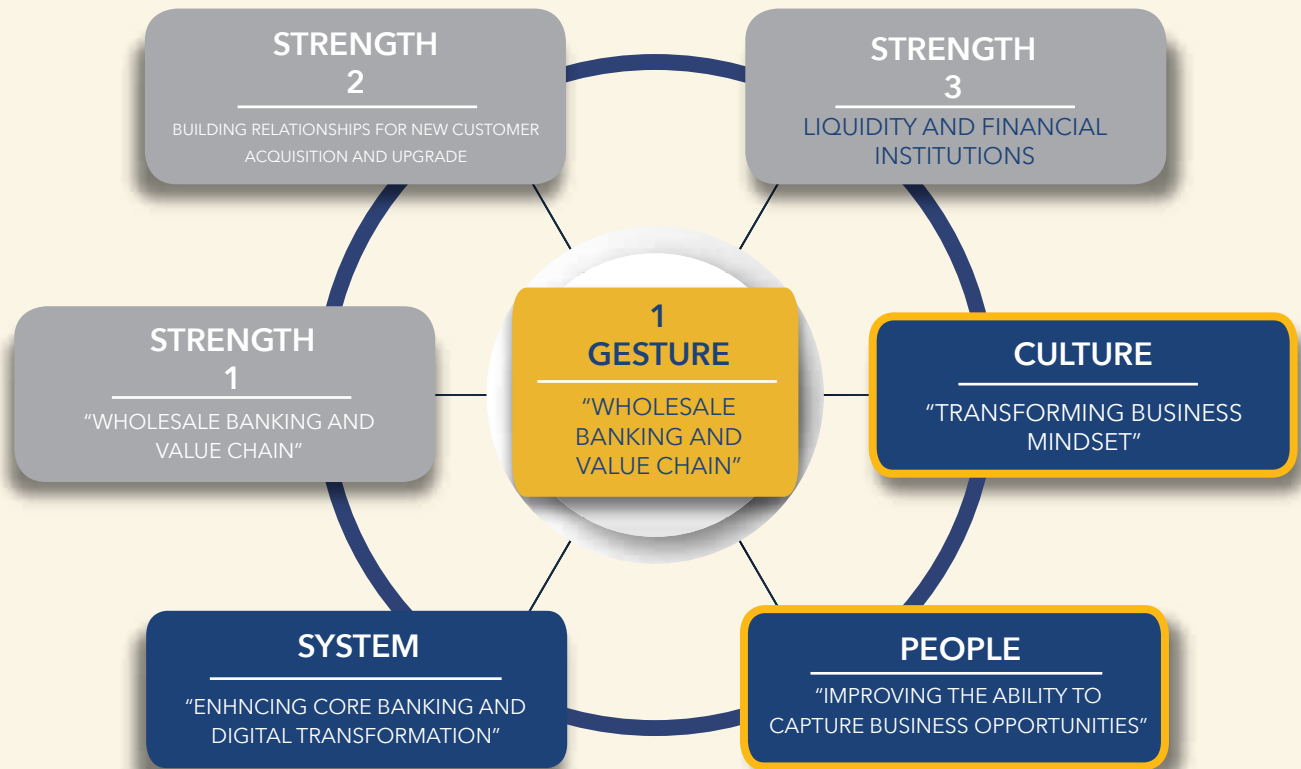


HUMAN CAPITAL FRAMEWORK

Referring to the mandate of the Bank's Corporate Plan and Strategy to promote business growth and create sustainable employee productivity, Bank Mandiri continues to build the organization by strengthening human resources capabilities. Through various programs, Bank Mandiri's Human Resources management is carried out to enforce a strong business mindset and a culture of proactive but remain prudent to foster the achievement of the Bank's business strategy.

3-3-1 STRATEGY

In referring to the vision and mission of the Corporate Plan 2020-2024, Bank Mandiri Human Capital continues to focus on developing the best talents through the 3-3-1 strategy, which is a strategy that prioritizes the role of People & Culture.





HUMAN CAPITAL FRAMEWORK

The role of People & Culture becomes very important to foster sustainable business growth. Subsequently, Bank Mandiri has 2 focus related to Human Capital management, which are:

1. **People:** The Bank focuses on improving the ability to capture business opportunities through productive HC management.
2. **Culture:** To achieve sustainable business growth, the Bank transforms its business mindset.

BANK MANDIRI HUMAN CAPITAL ARCHITECTURE

Bank Mandiri's Human Capital Architecture has 3 (three) key components, as follows:

1. Employee Value Proposition (EVP) & Culture

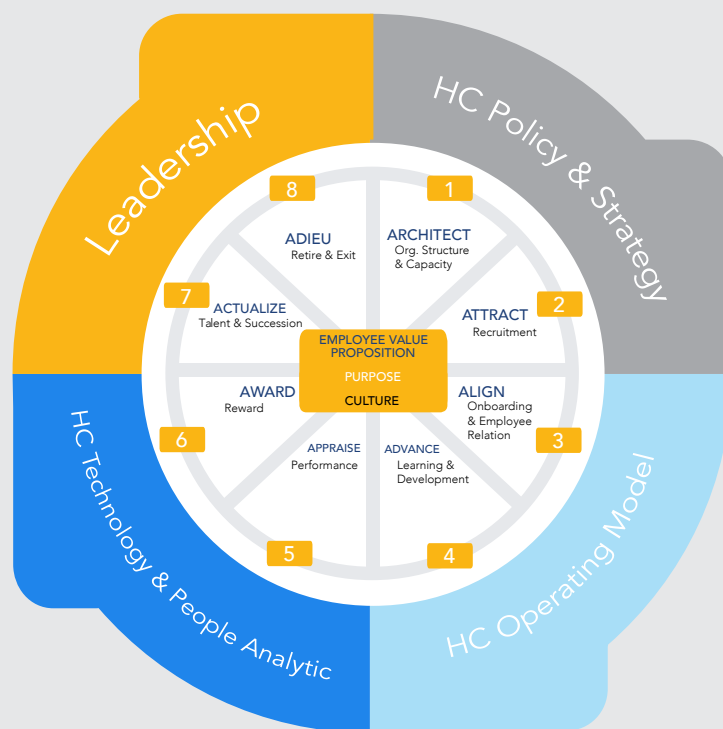
The foundation of Mandiri Human Capital development is based on the purpose of developing the culture of AKHLAK Mandirian and actualize Bank Mandiri as a place to work that provides opportunities (Employee Value Proposition) to learn, grow, synergize, therefore it can contribute to Bank Mandiri and Indonesia.

2. Human Capital Life Cycle

The Employee Value Proposition (EVP) is embodied by managing all stages of the employment cycle as outlined in the "Human Capital Life Cycle" from the time the organizational structure and capacity are designed, employees are recruited, onboard, appraised, developed then up to retire and exit.

The Human Capital Life Cycle includes:

- a. **ARCHITECT** (Organization Structure and Capacity - Organizational



development which includes organizational structure design and position evaluation, career development, and capacity planning.

- b. **ATTRACT** (Human Resource Recruitment)
A reliable human resources recruitment system both through internal and external sources, and employee

attraction (a strategy to attract employees).

- c. **ALIGN** (Onboarding - Employee Onboarding and Employment Relations System)
Onboarding system and friendly employment relationships for new & current employees.

HUMAN CAPITAL FRAMEWORK

d. **ADVANCE** (*Learning and Development*)
Training and employee capability development to support business needs.

e. **APPRAISE** (*Performance - Individual Performance Management*)
An accountable and transparent employee performance assessment and feedback system.

f. **AWARD** (*Reward - Reward System (Total Reward)*)
A competitive and targeted employee reward system.

g. **ACTUALIZE** (*Talent and Succession - Management Talent dan Succession*)
Quality and timely talent and succession management system.

h. **ADIEU** (*Retire and Exit*)
Employee dismissal system and pension plans.

3. Human Capital Platform

The management of the Human Capital Life Cycle is carried out through an operating model that is supported by technological infrastructure and leaders who are also responsible for managing Human Capital.

The following is the Human Capital Platform that supports the management of Bank Mandiri's Human Capital:

- **HC Technology & People Analytic**
 - a. **Human Capital Information System (HCIS)**
Human capital core system to support administrative processes, databases, verification and employee

payroll that integrated with the finance system.

b. **Mandiri CLiCK**
Platform for digitization of personnel administration processes and information center related to Human Capital Policies.

c. **New Learning Management System (MY Learn)**
End-to-end digital learning and capability development solutions that are integrated with more than 9,000 learning courses both internally and externally to provide a better employee learning experience.

d. **Mandiri EASy**
A system to support the goal setting process, performance management and processes in the compensation cycle.

e. **Mandiri TaMS (Talent Management System)**
Bank Mandiri's Talent Management is related to talent profile, successor pipeline, assessment results and centralized top talent management.

f. **Recruitment Platform System**
Recruitment and application tracking system to accelerate and support the recruitment process along with tracking candidates.

- **Leadership**
Every year Bank Mandiri's Human Capital organize

a **Co-creating Future Mandirian** forum, which is a collaboration forum between all Leaders and Human Capital in order to align and communicate the programs that require the involvement of all Leaders.

- **HC Policy & Strategy**
Each Human Capital policy is listed in the SPSDM in accordance with the Employee Life Cycle. The Human Capital Strategy is structured in line with the direction of the Bank's strategy and is reviewed annually. The current Human Capital 3-3-1 strategy aims to increase productivity, employee engagement and also continue to develop new leaders hence enable to continuously deliver sustainable business growth.
- **HC Operating Model**
The Bank has established Bank Mandiri's Human Capital Architecture as the HC Operating Model to continue to develop the organization and align with current business developments.