

Testimonial of General Management Development Program



GDP Program helps to open my knowledge about international practice for the leadership implementation and shaping the paradigm regarding agility in facing various challenges, especially in the digital banking era.

Human Capital training and development are carried out based on prevailing internal policies. The training and development framework is prepared based on business needs and aligned with Human Capital strategies.

The framework for competence training and development includes:

1. Living Core Values

They are core values and corporate culture that should be held and implemented by each of the employees to support Bank's business strategy. Core values adopted from corporate culture include Trust, Integrity, Professionalism, Customer Focus, and Excellence (TIPCE) with 11 (eleven) Main Attitudes stemming from

Employee Value Proposition "Spirit Memakmurkan Negeri" (The Spirit to Prosper the Nation).

2. Technical Capability

It is knowledge, skills, and attitude that should be owned by all employees according to their job functions. Technical capabilities are grouped into job functions in Corporate Banking, Retail Banking, and support function.

3. Leadership Capability

It is the skills needed by an employee to carry out leadership function. A good leadership is truly needed to make sure all employees of the company are able to become role models for other people.

Design for Human Capital Training and Development

Human Capital training and development are designed in line with corporate strategy to ensure all programs/activities are efficient, effective, and integrated to improve Bank Mandiri's performance.



Information Technology	Corporate Governance	Corporate Social Responsibility	Cross reference POJK	Cross reference ACGS	Financial Report
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Design components for training and development at Bank Mandiri are as follows:

- 1. Learning Budget and Plan**
The process of making training, development, and budget allocation plans.
- 2. Learning Analysis**
The process of analyzing learning needs based on business needs and organization development.
- 3. Learning Design**
The process of designing education and training curricula based on the results of learning analysis.
- 4. Learning Development**
The process of developing education and training curricula into materials, methodology, as well as evaluations.
- 5. Learning Implementation**
The process of implementing the education and training curricula that have been set in the Learning Design and Learning Development stage.
- 6. Learning Evaluation and Research**
The process of measuring and evaluating the impacts of education and training.

The foundations in designing such competence training and development are as follow:

- 1. Learning Partner**
Internal and external experts taking parts in training and development program as module writer, trainer, coach, mentor, buddy, and so forth.
- 2. Change Management**
The process of improving employees' knowledge, skills and attitudes.
- 3. Facility**
Physical or technological facilities that support training and development program.
- 4. Communication, Branding dan Marketing**
The process of making strategies for management, communication, and interaction with internal and external stakeholders in order to maintain public perceptions.

Furthermore, referring to the fact that Bank Mandiri consists of numerous units with various jobs and responsibilities, therefore company establishes Academy for each field that includes:

Academy	Segment
Wholesale Banking Academy	Focusing on development of Wholesale Banking, Trade Finance, Treasury, International Banking, and Overseas Branches segments.
Retail Banking Academy	Focusing on development of small medium enterprise, retail banking, consumer deposit, financial service, and investment management segments.
Banking Operations, Sales and Service Academy	Focusing on competence development in banking operations (branch and supporting), credit operation, e-channel operation, marketing and sales, services, customer experience and satisfaction fields.
Governance, Risk Management, Compliance Academy	Focusing on competence development in compliance, risk management, anti money laundering, governance, audit and legal as well as industrial relations fields.
Digital Banking, Information Technology and Support Academy	Focusing on competence development in digital banking, information technology, enterprise data management, and support fields.
Leadership Academy	Focusing on leadership development of at Bank Mandiri, including ODP/SDP, S2 and Managerial Capability, MDP, GDP, and Human Capital.

In order to support development of employee competence, Bank Mandiri has built campus facilities spread across Indonesia namely "Mandiri University". Bank Mandiri announced its plan to build Mandiri University across Indonesia, classified into 3 (three) types including A, B, and C. The type A campus houses the most complete facilities such as classroom, conference call, dormitory, e-learning facilities, simulation room, breakout room adapted to international standards, wi-fi, cafe, gym, theater room, and other supporting facilities. There have been 13 (thirteen) campuses located across Indonesia as mentioned below:

TYPE A

Training Center Jakarta



TYPE B

- Regional Campus Medan
- Regional Campus Palembang
- Regional Campus Bandung
- Regional Campus Semarang
- Regional Campus Surabaya
- Regional Campus Makassar



TYPE C

Training Center Jakarta

- Regional Campus Batam
- Regional Campus Pekanbaru
- Regional Campus Manado
- Regional Campus Palu
- Regional Campus Banjarmasin
- Regional Campus Pontianak



Knowledge Management

Bank Mandiri has developed Enterprise Knowledge Management System in order to support business process through the presentation of up-to-date and accurate information that provides solutions to business challenges. Bank Mandiri has perfected its curricula which refer to international best practices.