

HUMAN CAPITAL MANAGEMENT



Recruitment through Internship

Bank Mandiri organizes an internship program with the aim of providing coaching and developing the competencies of school and university graduates to be ready for career. Interns who have good abilities and competencies will constitute a pool of candidates in the recruitment process of Bank Mandiri. There are 2 (two) types of internship at Bank Mandiri, namely Kriya Mandiri and Certified Student Internship Program (PMMB).

Kriya Mandiri is an integrated internship program that was introduced in 2012 for high school/equivalent students, Diploma Three (D3) and Bachelor's Degree (S1) with the aim of providing knowledge, skills and hands-on experience relevant for career, especially in the banking industry. The learning modules offered are related to job positions such as back office, call center, customer service, and teller. For contact center jobs, the Bank has a special internship program for people with disabilities with a minimum education of high school. This program is called Kriya Mandiri Contact Centre, in which participants will follow 3 (three) stages of the program, namely basic, intermediate and advanced. The three stages are carried out comprehensively for 3 (three) years according to the prepared syllabuses and curriculums. In 2021, there were 371 interns that became employees at the Bank.

The Certified Student Internship Program (PMMB) is an internship program for university students from various State/Private Universities initiated by the State-Owned Enterprises Ministry (BUMN) and facilitated by the Human Capital Indonesia (FHCI). This program is held as an implementation of the "BUMN Hadir untuk Negeri" tagline to support government programs of preparing excellent and competitive human capital. Interns in this program will gain knowledge and career know-how taught in a comprehensive and structured manner. Participants who pass a certain assessment will be included in the pool of candidates for BUMN recruitment process. This program is expected to increase competencies of university students to face global competition and to link and match university curriculums with the needs of the industry.

EMPLOYEE DEVELOPMENT

To face future business challenges that are more complex, the Bank

tries to develop its talents so that it retains excellent human capital through continuous talent development.

Talent development can be manifested through employee career development and employee competencies development.



Talent Management and Succession

In implementing the career development program, Bank Mandiri always relies on the fair opportunity principle, that is, offering the same opportunity to every employee to grow and develop by still considering the needs of Bank Mandiri, the targeted job family, employee capabilities, performance level, value rating, talent classification, availability of positions, and other requirements.



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Talent management and succession is a process that prepares and develops talents so that they will be ready to become successors that take critical positions in the management of the Bank. The talent management and succession consist of 5 elements in Mandirian Propeller such as Technical Capability (skill), Leadership Capability, Culture, Learning Agility and Purpose. This framework is used as the basis of developing talent that ensures the balanced and comprehensive application of those five aspects.



**Super Happy, Super Productive,
Sustainable Business**

The talent management and succession process are divided into 4 (four) main process, namely:

Bank Mandiri Talent Management Process



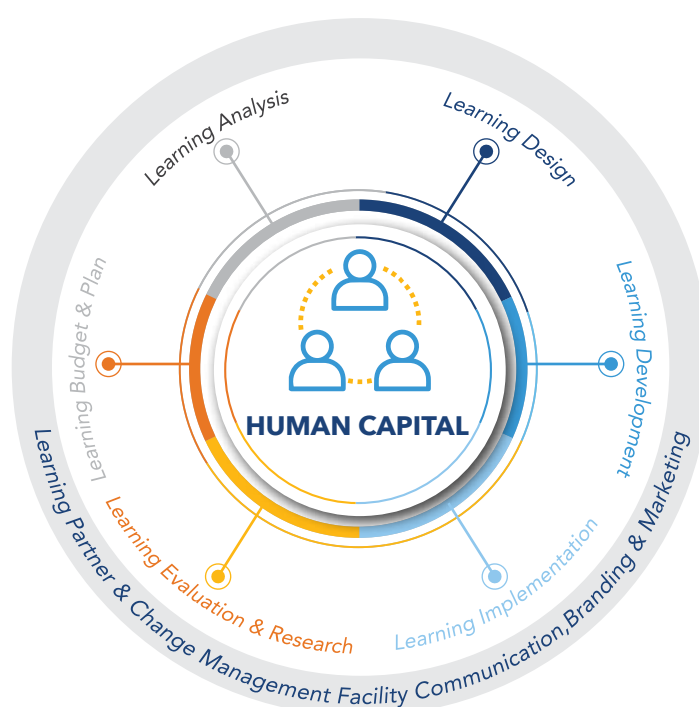
Management: Talent Employee, HCBP, Talent Manager HCSTM, EM, EMM, DIRBID

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The talent management and succession process is divided into 4 (four) main processes:

1. Talent Identification
Identification of TC (Talent Classification) according to performance, Leadership Characteristics, Ability, Agility and Engagement
2. Talent Profiling
Talent assessment based on track record, technical capability, leadership capability, and personality
3. Talent Development
Planning and execution of talent development based on capability gap
4. Strategic Talent Review
Progress review of the talent development and preparation for the succession of incumbents

Design of Employee Training and Development



EMPLOYEE COMPETENCIES DEVELOPMENT

The Bank launches an initiative to improve the competencies of its employees through a corporate university named Mandiri University using an operating model that refers to a Learning Value Chain, which is a learning chain that begins with business needs analysis and employee competencies analysis and evaluation of the effects of learning solutions on business achievements.

The design of the employee training and development is aligned with the Bank's strategies to make all programs/activities efficient, effective, and integrated to support Bank Mandiri's effort to improve performance. The components include:

1. Learning Budget and Plan
Planning process of training, development, and budget allocation.
2. Learning Analysis
Analysis of learning needs based on business needs and organizational development.
3. Learning Design
Design for education and training curriculums based on the learning analysis
4. Learning Development
Conversion of education and training curriculums to materials, methods, and evaluation
5. Learning Implementation
Implementation of education and training curriculums that are created during the learning design and learning development
6. Learning Evaluation and Research
Measurement and evaluation of the results of education and training.