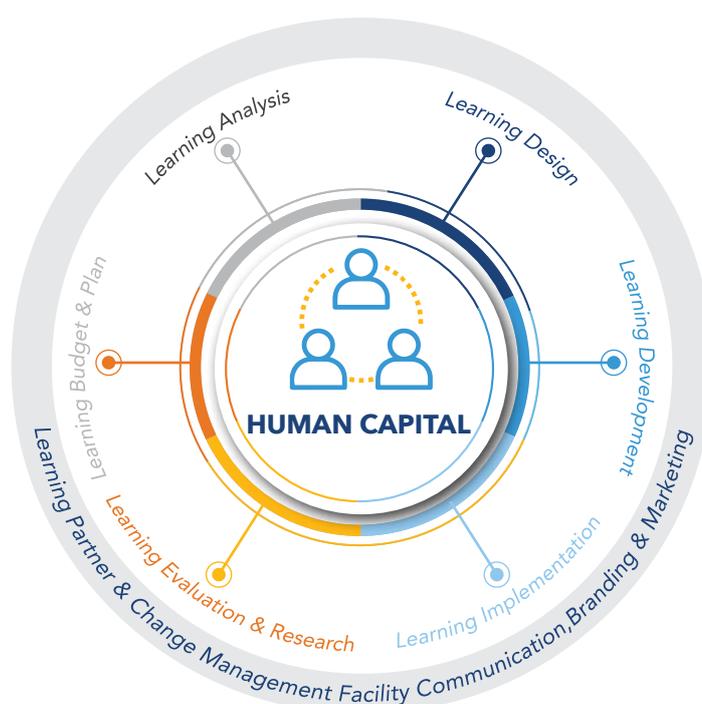


## HUMAN CAPITAL MANAGEMENT

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.



## HUMAN CAPITAL MANAGEMENT

To adjust to changes in business conditions and as a result of the COVID-19 pandemic, Bank Mandiri launched some initiatives including employee training and

development. In addition to the routinely held training and development programs, there were several strategic initiatives launched by the Bank in 2021

that support the implementation of the 3-3-1 strategy, Future Branch Network, and the development of Digital Capability of all employees.



### Mandiri University

The Bank also builds a proper campus facility in Indonesia to support the development of the Bank's employee competencies. The Mandiri University campus is classified into 3 (three) types, A, B, and C with the following explanation:

- Type A Campus: A national campus, located in Jakarta with complete educational facilities, MICE facilities, and accommodation similar to starred hotels.
- Type B Campus: This type of campus is located in cities having Bank Mandiri regional offices. Examples include Regional Campuses in Medan, Palembang, Bandung, Semarang, and Surabaya with mini bank facilities, classes for training, and computer classes.
- Type C Campus: This type of campus is located in other cities across Indonesia such as Regional Campuses in Batam, Pekanbaru, Makassar, Manado, Palu, Banjarmasin, and Pontianak which support type B campuses. Type C Campus is supplemented with mini bank facilities, training classes, and computer classes.

Mandiri University has an Academy for every business segment of the Bank. As such, each employee in the

work unit of each business segment receives training and development that are focused on the duties and

responsibilities at each unit. The following are the Academies at Bank Mandiri:

Academy	Segment
<b>Wholesale Banking Academy</b>	Focusing on the development of the Wholesale Banking, Trade Finance, Treasury, International Banking, and Foreign Offices segments.
<b>Retail Banking Academy</b>	Focusing on the development of the Small Medium Enterprise, Retail Banking, Consumer Deposit, Financial Services, and Investment Management segments.
<b>Operations Academy</b>	Focusing on the development of competencies at Business Continuity Management, Credit Operations, e-Channel Operations, Trade Services Operations, and Customer Care.
<b>Risk Academy</b>	Focusing on the development of competencies at Risk Management, Audit and Control Function, Compliance, and Legal.
<b>Digital Banking and Information Technology Academy</b>	Focusing on the development of competencies at Digital Banking, Information Technology, and Enterprise Data Management.
<b>Human Capital and Finance Academy</b>	Focusing on the development of competencies at Finance, Corporate Transformation, and Human Capital.
<b>Leadership and Management Development Academy</b>	Focusing on the leadership development at Bank Mandiri, including ODP/SDP, S2, MAFLP, MALP, MASLP, and MAELP.