

# HUMAN CAPITAL FRAMEWORK

Bank Mandiri is resolute in its commitment to further develop the organization through strengthening Human Resources capacities, in line with the Bank's Corporate Plan and Strategy,

which aims to foster business growth and establish sustainable employee productivity. In support of the Bank's business strategy achievement, Bank Mandiri human resource management

is carried out by designing and realizing various programs aimed at fostering the development of a strong business mindset and a proactive but prudent culture.

## STRATEGI 3-3-1

In line with 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 prioritizes the role of People & Culture.



Due to the significance of the role that people and culture play in fostering sustainable business growth, Bank Mandiri implements two main focuses on human capital management programs:

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

# HUMAN CAPITAL FRAMEWORK

## ARSITEKTUR HUMAN CAPITAL BANK MANDIRI



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

The Bank Mandiri Human Capital development is founded on the purpose to build the culture of AKHLAK Mandirian and realize the Bank as a workplace that provides opportunities to learn, grow, and synergize in order to benefit both Bank Mandiri and Indonesia (Employee Value Proposition).

### 2. Human Capital Life Cycle

To realize the Employee Value Proposition (EVP), the "Human Capital Life Cycle" defines the management of all phases of the personnel cycle, which includes the design of organizational structure and capacity, employee recruitment, onboarding, appreciation, development, retirement, and exit. The Human Capital Life Cycle includes:

- a. 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).
- b. ATTRACT (Recruitment – Human Resource Fulfillment)  
A reliable Human Resources fulfillment system both through internal and external sources, and employee attraction (strategies to attract employees).
- c. ALIGN (Onboarding & Employee Relation – Employee Onboarding and Employment Relations System)  
A friendly system of employee onboarding and relations for employees and new

## HUMAN CAPITAL FRAMEWORK

- employees.
- d. ADVANCE (Learning and Development)  
Training and capability development of employees to support business needs.
  - e. APPRAISE (Performance – Individual Performance Management)  
Employee performance appraisal and feedback system that is accountable and transparent.
  - f. AWARD (Reward – Reward System (Total Reward))  
Competitive and accurate employee reward system.
  - g. ACTUALIZE (Talent and Succession)  
Quality and timely talent and succession management system.
  - h. ADIEU (Retire and Exit)  
Employee termination system and pension plan.

### 3. Human Capital Platform

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

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

- HC Technology & People Analytic
  - a. Human Capital Information System (HCIS)  
Core human capital system to support administrative processes, databases, verification and employee payroll integrated with the finance system.
  - b. Mandiri CLiCK  
Platform for digitizing personnel administration processes and information centers related to Human Capital provisions.
  - 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.
- Standalone EASy  
Systems to support the goal setting process, performance management and processes in the compensation cycle.
- Mandiri TaMS (Talent Management System)  
Bank Mandiri Talent Management is related to talent profile, successor pipeline, assessment result and centralized top talent management.
- Recruitment Platform System  
Recruitment and application tracking system to accelerate and support the recruitment process and candidate tracking.
- Leadership  
Bank Mandiri Human Capital annually holds a Co-creating Future Mandirian forum, which is a collaboration forum between all Leaders and Human Capital in order to align and communicate programs that require the involvement of all Leaders.
- HC Policy & Strategy  
Each Human Capital policy is listed in SPSPM in accordance with the Employee Life Cycle. Human Capital Strategy is prepared in alignment with the direction of the Bank's strategy and is reviewed annually. The purpose of implementing the 3-3-1 Human Capital strategy is to increase productivity, increase employee engagement, in addition to continuing to nurture and develop new leaders in order to ensure sustainable business growth.
- HC Operating Model  
Bank Mandiri Human Capital Architecture is designated as the HC Operating Model by the Bank in order to facilitate ongoing organizational development and align with current business developments.