

HUMAN CAPITAL MANAGEMENT PROGRAM IN 2023

- Mandiri Advanced First Leaders Program (MAFLP)**
 Mandiri Advanced First Leaders Program (MAFLP) is a Leadership development program that prepares BOD-3 top talents (Team Leaders, Branch Managers or equivalent) to the next level of leadership. The focus of this program development is People Focus, Digital Mindset, Strategy & Innovation. During 2023, 5 (five) MAFLP cohorts have been held with a total of 364 top L4 talent participants.

- Mandiri Executive Leaders Program (MAELP)**
 Mandiri Executive Leaders Program (MAELP) is a leadership development program for Commissioners, Directors and SEVP levels. This program aims to improve leadership and technical capabilities in accordance with Bank Mandiri's business needs, as well as build relationships with other stakeholders. In 2023, 11 Commissioners and 3 Directors have participated in this program at various Top Global Universities.

- Program Beasiswa Pasca Sarjana (S2)**
 A development program for top talents employees who are selected to attain postgraduate formal education both overseas and domestically.

- Mandiri Executive Scholarship for Postgraduate (MESP)**
 A domestic S2 scholarship program to

improve the knowledge and skills of top talents employees at the BOD-2 level which focuses on developing future skills needed in the Bank's long-term strategy. In 2023, there were 31 L3+ and L3 employees (Department Head and equivalent) participating in the program.

- S2 Scholarship Program Abroad**
 An S2 scholarship program overseas that aims to increase the exposure, networking skills and knowledge of participants related to global insights relevant to Bank Mandiri's needs. In 2023, there were 42 employees that currently studying S2 scholarships in the Top 15 Universities around the world. The fields of study taken are Digital Business, Advanced Finance, Technology, and Enablers (Human Resources & Laws).

- Women Leadership Program**
 A special development program For Top Female Millennial Talents aimed at enhancing capabilities and knowledge in the field of personal and Professional skills to address challenges specifics for women. This program is organized through intensive workshops/discussions, coaching, and mentoring with women leaders C-level for 3 days. In 2023, 30 top L3+ and L3 officers female millennial talents participated in the program.



Workshop

Sharing & discussion with C-level female leaders

Topic:

- Dynamics of women's roles in personal & professional contexts
- Women & Business
- Executive Presence
- Women Leadership



Mentoring

In-depth mentoring (in group of 5) dengan C-level women leaders

Goal:

Linking workshop discussions to personal and everyday application levels



Personal Development Coaching

In-depth mentoring (in group of 5) development plan (career & personal)

Goal:

- Action plan & takeaways "what's next"
- Frequent check-ups after program end



Engagement Activities

Short-class to increase engagement & well-being

Optional example:

- Golf course
- Fun cooking class
- Fun art class

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- **Leadership Managerial Skills Series**

The purpose of this program is to equip Leaders at all levels of the organization with Practical Managerial skills, referring to the leadership capability gap indicator according to the 5 characteristics of DNA Independence. The skills trained in this program include productivity, emotional intelligence, and strategic thinking. During 2023, a total of 3,756 employees have joined this program.

- b. **Technical Development Program**

A technical employee competency improvement program in accordance with the managed business segment. This technical capability development program is held thematically and specifically with the aim of increasing the knowledge and skills of employees in business units which include wholesale banking, retail banking, risk management, IT and digital banking, as well as other fields, including banking operations, finance, and human resources. In

2023, 1,004 technical program modules were carried out with 300.228 participants.

The following are several technical programs as top signature training held during 2023:

- **Strategic Business Leaders (SBL) Program**

To realize Bank Mandiri's aspiration to become an Undisputed Industry Leader, one of the focuses carried out by Bank Mandiri is to develop Mandirian's capabilities as strategic business leaders.

The purpose of the Strategic Business Leaders program is to equip all L3 Level employees, particularly Bank Mandiri Leaders at the head office and regions with the skills and capabilities to be able to lead in implementing the 3-3-1 corporate strategy in achieving market dominance by creating own game in their work units. During 2023, this program was attended by 3,904 employees.



1, Strategic Leadership Camp

Build participants' understanding of Branch Manager profiles covering 5 aspects of strategic business leader

HOW?

Briefing of the president director and directors on the expectations of the profile of a strategic business leader



2, Strong Winning Ecosystem

Strengthening the role of RCEO, Regional Head & Area Head to become an ecosystem driving BM's success

HOW?

Equip Mentor debriefing class for mentors to be able to act as a learning ecosystem in order to create a winning ecosystem



3, Intensive Group Mentoring

Build a discussion forum between mentors and participants in preparing branch business plans and quick win implementation

HOW?

Group Mentoring Based on cluster unggulan tiap region yang dilaksanakan tiap minggu



4, Project Assignment

Building capabilities through real practice based on case from RCEO in currently managed branches

HOW?

Individual Assignment Sharing case study, branch business plan & quick wins Group Assignment Creating breakthru by cluster



5, Active Learning: Online + Offline

Building capabilities through subject matter experts related to leaderships and technical capability

HOW?

4+4 Leaderships session and technical virtual class based on curriculum of strategic business leaders from branch manager program

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- Wholesale RM Coverage Program**

Wholesale RM Coverage is a program to develop RM Wholesale capabilities to support the Wholesale Banking business and Value Chain for employees to be able to provide end to end transaction solutions to customers, become ecosystem enablers and maintain relationships with customers both at head office and regions through training programs. As of the end of 2023, trainings have been carried out in the Wholesale RM Coverage program, including the Chartered Wholesale Banking and Acceleration Program, which was attended by 668 RM/CA Wholesale employees and 9 Wholesale Bankers Club discussion events attended by 5,386 employees from various work units.

- Digital Talent Readiness for Future**

Digital Talent Readiness for Future is a digital talent program for Bank Mandiri employees, which is attended by a total of 35,379 employees through 3 programs that improve the digital capabilities of Bank-wide employees as Digital Leaders, such as:

- My Digital Academy
- IT Bootcamp
- MSJD - Mandirian Ready to Go Digital

As of December 2023, the Digital Talent Readiness for Future Program has been implemented with a total of 71,055 participants.

Competencies Development by Program

Development Program	2023		2022	
	Batch	Participants	Batch	Participants
Leadership Development Program				
Officer Development Program	21	640	24	614
Staff Development Program	16	568	11	357
SESPIBANK Program	1	1	2	3
Mandiri People Manager (MPM) Fundamental	2	615	1	15
Mandiri People Manager (MPM) Advance	0	0	2	59
Mandiri People Manager (MPM) Mastery	3	81	3	65
Mandiri Advanced Senior Leaders Program (MASLP)	1	23	1	26
Mandiri Advanced Leaders Program (MALP)	2	65	2	59
Mandiri Advanced First Leaders Program (MAFLP)	5	364	5	330
Mandiri Executive Leaders Program (MAELP)	5	14	7	8
S2 Program	2	73	2	29
Women Leadership Program	2	280	1	26
Other Leaderships	58	6,259	368	23,803
Technical Development Program	2,718	300,228	-	338,236
E-learning & Podcast	3,369	483,598	-	149,394