

HUMAN CAPITAL MANAGEMENT PROGRAM IN 2023

FLAGSHIP PROGRAMS

Several bank-wide flagship programs have been implemented during 2023, as follows:

No	Program	Explanation	Purpose
1,	Well-being Program	Well-being program covering Physical, Psychological, Financial, and Workplace aspects that include 3 main pillars, Employee Assistance, Well-being program, dan Well-being Campaign	Improve the implementation of employee well-being and efforts in maintaining well-being during daily work.
2,	AKHLAK Townhall Mandiri Group	Part of a series of activities in commemoration of the 3rd Anniversary of AKHLAK through a townhall meeting from the Board of Directors to all employees with the theme: "The Role of AKHLAK in Sustainable Company Performance Improvement" and "Implementation of Respectful Workplace Policy (RWP) within the SOE Group"	Management direction to all relevant employees: <ul style="list-style-type: none"> • Optimization of the implementation of the role of AKHLAK in improving employee performance regularly • Employee awareness and implementation of RWP in the work environment
3,	Culture Campaign Multichannel	Program Campaign Strategy related to cultural implementation programs and other HC programs through communication media that utilize and integrate, various internal communication platforms/channels to disseminate messages and values of independent work culture such as narratives, presentations, posters, videos, to interactive podcasts by considering the context, message packaging and characteristics of each channel.	Communicate directions or messages that are the focus of management related to work culture such as Mandirian DNA characteristics, employee well-being, in a manner that facilitates comprehension and acceptance by the intended employee.
4,	Corporate Culture Training	It is part of the internalization of AKHLAK core values and Mandirian DNA (m-DNA) as unique characteristics to all new hire (ODP) and existing employees (SDP) as part of the core module training before employees enter the assignment phase.	<ul style="list-style-type: none"> • Establishing an understanding of AKHLAK's core values and how they have implications for accelerating business transformation. • Build an understanding of the unique characteristics of Mandirian DNA (m-DNA) and how it is established from the core values of AKHLAK. • Creating a sense of ownership to the participants that the core values of AKHLAK and m-DNA are responsibilities that must be carried out and can be reflected in employee behavior.
5,	AKHLAK Blusukan Culture	Informal communication forum from Management to employees about AKHLAK and aspects of well-being	To convey motivation and conduct monitoring (pulse check) related to how the implementation of AKHLAK and well-being programs to support bank-wide initiatives and create the Mandiri Joint Movement of "Always Deliver & Always Ahead".

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6,	AKHLAK Culture Visit	Discussion forum to the Culture Network Team (CNT) in the Region work unit and Head Office regularly both online and offline	<ul style="list-style-type: none"> • Aims to get feedback as an area of improvement in the implementation of cultural programs • Pulse Check implementation of cultural programs in work units through CNT
7,	Mandiri Best Employee (MBE) Immersion Learning Class	Development program for Bank Mandiri's best employees in the form of edutainment.	<ul style="list-style-type: none"> • Participants can better understand the essence of the implementation of AKHLAK's core values • Participants gain new knowledge and insights through visits/benchmarking to make them as Strategic Business Leaders who Always Deliver and Always Ahead.
8,	Best Employee Mandiri (MBE)	The training program is held for all Mandiri Best Employee as a role model in implementing AKHLAK values, as well as having national insight as a professional banker	<ul style="list-style-type: none"> • Improve the capabilities of candidates who have a strong national outlook and have high integrity, enabling them to become role models in their Work Unit • Elevate love and pride for Indonesia
9,	Mandirian Ber-NYALI (Mandirian Real Moves for the Environment)	Programs to support Bank Mandiri's Sustainable Finance Action Plan (RAKB), particularly to support Sustainable Operations by fostering Mandirian to care more about the environment (eco-friendly acts) such as reducing the consumption of plastic, reducing the consumption of paper, reducing the Electrical Energy Consumption, and separating organic & non-organic waste)	<ul style="list-style-type: none"> • Increase employee awareness of the importance of environmental care (eco-friendly acts) • Creating sustainable operations of the Bank, particularly related to the ecosystem green campaign
10,	Mandiri Innovation	Innovation incubation program to experiment and foster a culture of innovation in order to create a competitive advantage at Bank Mandiri	Creating space for employees to carry out activities and fostering a culture of innovation so as to accelerate the innovation process at the Bank
11	Mandiri Young Leader (MYLead)	The development program given to Top Talent level L4 in the form of assignments that stretch and challenge for 3 years	To accelerate the career development of L4 employees to become ready successors at the next level (L3 level successors)
12	Future ME (Mandirian Excellence)	Development program for active students' level 1 to 4, who have been selected through a selection process, to accelerate and build careers in the banking industry.	<ul style="list-style-type: none"> • Increase student knowledge in the fields of financial management, career preparation, and leadership. • Increase knowledge of career overview at Bank Mandiri.
13	My Digital Academy (MDA)	My Digital Academy is an early engagement & hiring program for final year students and fresh graduates from selected universities and faculties, in the form of implementing IT capability development programs through innovation bootcamps for 1 (one) month.	As a medium to meet the needs of the best digital talents to support the Corporate Plan to become The Best Modern Digital Bank as well as a media branding of Bank Mandiri to students from various universities