



## Adieu

This stage is the last step in an employee lifecycle. Dismissal of employees or Termination of Employment is the termination of employment relations between the Employee and the Bank because of certain matters which result in the termination of the rights and obligations of the Employee and the Bank. The general principle of terminating employees is:

1. It is carried out based on an agreement between the Employee and the Bank unless the Employee violates employee discipline rules.
2. Performed at the initiative of the Bank and/or at the initiative of employees.
3. Done by considering the rights and obligations of employees and the Bank.

## Pension Program

In implementing a pension program, Bank Mandiri establishes a Pension Fund for Employees. In general, the scope of the Pension Fund program consists of two programs, namely:

1. **Defined Benefit Pension Program**  
Pension program for employees who are still actively working at the Bank from the Legacy Bank (4 Banks before the merger) and Bank Legacy's retirees.
2. **Defined Contribution Pension Program**  
Pension program for Permanent Employees of the Bank and new Employees who have been appointed as permanent employees of the Bank.

In connection with the OJK Regulation No. 5/POJK.05/2017 concerning Contributions, Pension Benefits, and Other Benefits held by the Pension Fund, Bank Mandiri has made adjustments to the Pension Fund Regulations (PDP) in accordance with the decision of the OJK Board of Commissioners No. KEP-125/NB.11/2018 dated March 12, 2018, including:

- Accumulation of Employer Contributions for participants with a membership period of less than 3 (three) years is used as the employer contribution to other participants.

- Payment voters Pension benefits at once.
- Asset grouping (life cycle fund) according to the age of the Participant group, which is divided into 2 (two) groups, namely Cluster General and Cluster Special.
- The Pension Fund is obliged to separate funds categorized as inactive funds, if after payment is separated, there will be no payment of Pension Benefits, then the Pension Fund must submit inactive funds to the BHP.
- Provisions for Additional Participant Contributions in the form of incidental and monthly contributions.

In addition to establishing a Pension Fund for Employees, Bank Mandiri also registers Employees as participants in the Pension Guarantee Program for the Social Security Organizing Agency (BPJS) in accordance with the applicable laws and regulations.

## Pension Preparation Program

For employees who are about to retire and already retired, Bank Mandiri also provides special training related to employee retirement preparation programs namely Pra-Purna Bhakti, where the training aims to shape mentality and expertise as well as debriefing employees to remain productive even though they are no longer employees.

## Post Pension Benefit

Bank Mandiri also appreciates Bank Mandiri Pensioners who aim to reward employees who enter normal retirement age for their contributions to Bank Mandiri and in increasing engagement with employees/retirees towards the company.

Bank Mandiri also pays attention to health facilities for retired employees by establishing Koperasi Mandiri Healthcare (MHC). The MHC Cooperative was established at the end of 2010 with membership fees of 5% originating from Employee contributions of 2% and subsidies from the Bank at 3%.

# Process and Policy Human Capital

The management of each Human Capital function is regulated in the form of a process and set out in policies that are used as guidelines by taking into account operational risks. Internal policies related to the management of Human Capital at Bank Mandiri are regulated in:

1. Operational Policy (Human Resources Sub-Chapter) which has been updated and approved on December 12, 2017, as well as a revision which was approved on July 3, 2019;
2. The Human Resource Standards that have been updated and approved on July 3, 2019, and a revision was made which was approved on December 18, 2020; and
3. Technical Guidelines for Human Resources (PTSDM) are updated using the concept of employee lifecycle (8A). Updates are carried out partially and gradually, while PTSDM which has been updated and approved is as follows.



| No  | Technical Guidelines for Human Resources (PTSDM)   | Date Approved      |
|-----|--|--------------------|
| 1.  | PTSDM Architect – Design and Study of Organizational Structures  | September 12, 2018 |
| 2.  | PTSDM Architect – Employee Need Planning and Manpower Cost Budgeting   | September 12, 2018 |
| 3.  | PTSDM Attract – Bank Employee Fulfillment  | October 1, 2019    |
| 4.  | PTSDM Attract – Outsourcing Partner Accreditation  | May 2, 2016        |
| 5.  | PTSDM Attract – General Requirements of Outsourcing Provisions   | December 30, 2019  |
| 6.  | PTSDM Align – Employee Relations   | October 20, 2020   |
| 7.  | PTSDM Align – Program On Boarding  | May 26, 2020       |
| 8.  | PTSDM Advance – Implementation of the Postgraduate Scholarship Program   | August 1, 2016     |
| 9.  | PTSDM Advance – Implementation of Internship Program, Research, Research, and Field Work Practices in Work Units | July 1, 2018       |
| 10. | PTSDM Advance – Learning and Development – Training and Development Costs  | April 1, 2019      |
| 11. | PTSDM Advance – Implementation of Certification  | July 8, 2019       |
| 12. | PTSDM Advance – Knowledge Management – Mandiri i-Share   | March 23, 2020     |
| 13. | PTSDM Appraise – Individual Performance Management System  | November 30, 2020  |
| 14. | PTSDM Award  | August 5, 2020     |
| 15. | PTSDM Award – Transactional Reward and Administrative Management of Senior Executive Vice President (SEVP)       | February 1, 2019   |
| 16. | PTO Incentive Governing Board (IGB)  | December 31, 2019  |
| 17. | PTSDM Actualize – Management Talent & Sukses   | December 10, 2018  |
| 18. | PTSDM Actualize – Implementing Employee Development Program  | December 14, 2018  |
| 19. | PTSDM Adieu – Pension Program  | September 13, 2016 |
| 20. | PTSDM Adieu – Employee Termination   | March 30, 2020     |
| 21. | PTSDM Corporate Culture – Culture Excellence Score Board (CES)   | June 1, 2018       |
| 22. | PTSDM Corporate Culture – Mandiri Craft Management and Mandiri Craft Database Application                        | July 10, 2018      |
| 23. | PTSDM Corporate Culture – Mandiri Employee Award (MEA)   | March 1, 2019      |
| 24. | PTSDM Operasional Human Capital  | October 1, 2019    |
| 25. | PTSDM Morrigan - Watchlist Database  | June 15, 2020      |
| 26. | PTSDM Mandiri CLICK & Individual Development Plan (IDP) Online   | September 1, 2020  |

All internal provisions related to Human Resources are constantly reviewed and updated regularly in accordance with the development of the organization.