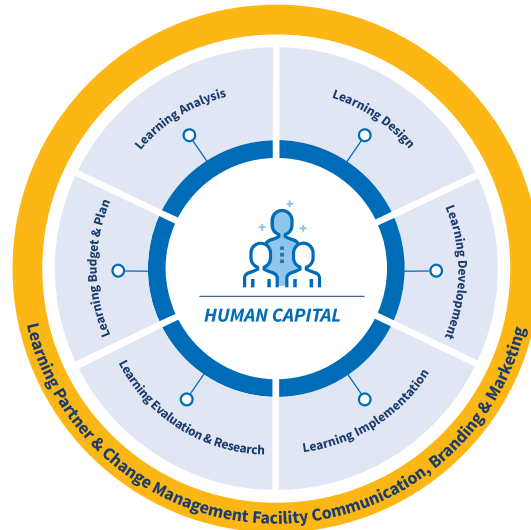




## Design For Human Capital Training and Development

Human Capital training and development are designed in line with corporate strategy to ensure all programs/activities are efficient, effective, and integrated to improve Bank Mandiri's performance.



Design components for training and development at Bank Mandiri are as follows:

1. **Learning Budget and Plan**

The process of making training, development, and budget allocation plans.

2. **Learning Analysis**

The process of analyzing learning needs based on business needs and organization development.

3. **Learning Design**

The process of designing education and training curricula based on the results of learning analysis.

4. **Learning Development**

The process of developing education and training curricula into materials, methodology, as well as evaluations.

5. **Learning Implementation**

The process of implementing the education and training curricula that have been set in the Learning Design and Learning Development stage.

6. **Learning Evaluation and Research**

The process of measuring and evaluating the impacts of education and training.

based on the results of the assessment, existing competency gaps could be identified so that education and training could be provided with a more focus on employees.

3. Implementing the Individual Development Plan, in which employees received specific and well-planned development in accordance with the results of dialogue with their superiors in order to be more productive and improve their performance.

4. Performing a Digital Learning Transformation which was not limited to converting learning modules from previously classical training to virtual learning, but also changing the approach from "deliver people to where learning is" to "deliver learning to where people are" which made it easier employees to access the required learning modules anytime and quickly. In line with this, Bank Mandiri also continued to build a mindset and learning culture for Bank Mandiri (Mandirian) employees as strong learners who had a desire to continue to learn and improve competence in order to have a better and real impact on the Bank's business.

5. Organizing the "Mandiri Learning Carnival" as a digital learning transformation initiative that campaigned for virtually independent learning, anywhere and anytime. The Mandiri Learning Carnival program was conducted by broadcasting more than 60 Inspiring Speakers including the Board of Directors and Senior Vice Presidents, which presented more than 200 sessions related to the topics of Leadership, Managerial and Digital Mindset. Mandiri Learning Carnival had also succeeded in reaching more than 29,000 Bank Mandiri employees in Indonesia within three months. As a strong learner, all Mandirians were expected to experience the benefits of virtual learning that was done while working, without reducing the effectiveness and impact of their learning.

Anticipating the situation and developments that occurred especially as a result of the pandemic, Bank Mandiri carried out transformations in various sectors, including in the fields of education and training. In 2020, Bank Mandiri implemented several key initiatives:

1. Planning and ensuring that the education and training held would support and have a real impact on the Bank's business through the preparation and implementation of the Annual People Development Plan (APDP) for each Directorate.
2. Refining and assessing all leadership employees regarding technical and leadership capabilities based on the Technical Capability Model and the Leadership Capability Model, where



Furthermore, referring to the fact that Bank Mandiri consists of numerous units with various jobs and responsibilities, therefore company establishes Academy for each field that includes:

Academy	Segmen
Wholesale Banking Academy	Focusing on development of Wholesale Banking, Trade Finance, Treasury, International Banking, and Overseas Branches segments.
Retail Banking Academy	Focusing on development of Small Medium Enterprise, Retail Banking, Consumer Deposit, Financial Services and Investment Management segments.
Operations Academy	Focusing on competence development of Business Continuity Management, Credit Operations, eChannel Operations, Trade Services Operations and Customer Care.
Governance & Risk Academy	Focusing on competence development of Risk Management, Audit & Control Function, Compliance and Legal.
Digital Banking & Information Technology Academy	Focusing on competence development of Digital Banking, Teknologi Informasi and Enterprise Data Management.
Compliance & Finance Academy	Focusing on competence development of Finance, Corporate Transformation and Human Capital.
Leadership & Management Development Academy	Focusing on leadership development of at Bank Mandiri, including ODP/SDP, S2, MAFLP, MALP, MASLP, MAELP, and Sales & Service.

In order to support development of employee competence, Bank Mandiri has built campus facilities spread across Indonesia namely "Mandiri University". Bank Mandiri announced its plan to build Mandiri University across Indonesia, classified into 3 (three) types including A, B, and C. The explanation for each type of campus is as follows:

- **Campus Type A:** National in nature, located in Jakarta (the capital city). It had been completed with facilities such as lodging with facilities equivalent to a 4-star hotel, MICE facilities, supporting facilities in the form of retail.
- **Campus Type B:** Located in cities that had Bank Mandiri Regional Offices, with minibank facilities, classes for training and computer classes.
- **Campus Type C:** located in cities across Indonesia to support type B campuses, with mini bank facilities, training classes and computer classes.

There were 13 (thirteen) campus locations throughout Indonesia with the following details.

Type A:	Training Center Jakarta	
Type B:	Regional Campus Medan Regional Campus Palembang Regional Campus Bandung	Regional Campus Semarang Regional Campus Surabaya
Type C:	Regional Campus Batam Regional Campus Pekanbaru Regional Campus Makassar	Regional Campus Manado Regional Campus Palu Regional Campus Banjarmasin Regional Campus Pontianak

## Knowledge Management

### Enterprise Knowledge Management System

Bank Mandiri developed an Enterprise Knowledge Management System (EKMS) intended to support business processes by presenting information that was current, accurate, and solutions to various business challenges. EKMS was a platform with the main feature of facilitating social learning, namely peer-to-peer learning. Social learning through EKMS was part of the 60: 20: 10: 10 approach, which focused on 20% (social learning) and 60% (informal learning). In the daily life of an employee, of course there were obstacles and difficulties he/she faced in completing a task. One solution to the "learning in the flow of work" approach was the learning process beyond classroom learning, where learning could be obtained from any source.

In the EKMS platform, an employee could ask questions or share information about their work anytime, anywhere. The questioner

/information and answerer could be an employee who was an expert in their field, thus enabling knowledge that was previously "tacit" (abstractly owned and understood by the expert alone) to become "explicit" knowledge, or knowledge that was structured and understandable. by others. This became the main philosophy of EKMS, namely organizing and recording abstract knowledge owned by each work unit at Bank Mandiri, and was made explicit knowledge for bank-wide consumption.

## Appraise

Pelaksanaan *Performance Management* bukan hanya fokus The implementation of Performance Management did not only focus on results but on how the application of culture and leadership characteristics was carried out in decision making and interactions in work activities. To improve the implementation of performance management at Bank Mandiri since 2019, an assessment method