

Performance and Reward Management PT Bank Mandiri (Persero) Tbk.	Performance and Reward Management PT Bank Mandiri (Persero) Tbk.
Sebagai sebuah entitas yang berbasis kinerja, Bank Mandiri mendistribusikan target perusahaan ke masing-masing individu berdasarkan potensi dan kapabilitas pegawai, yang dituangkan dalam <i>Key Performance Indicator</i> (KPI) Pegawai. Selanjutnya, kinerja setiap individu direncanakan, ditetapkan, di-review dan dinilai dengan menggunakan <i>tools</i> bernama <i>Individual Performance Management System</i> (IPMS) yang disusun agar setiap pegawai dapat menjalankan tugasnya secara optimal serta diharapkan dapat meningkatkan loyalitas pegawai dan menggerakkan iklim pekerjaan yang terbuka, positif dan progresif. Proses penilaian IPMS dilakukan dalam siklus tahunan berupa Perencanaan Kerja (<i>planning</i> dan <i>goal setting</i>) serta <i>monitoring</i> dan <i>evaluation</i>. Prosesnya dikerjakan secara <i>online</i> pada sistem <i>Mandiri Easy</i> yang berbasis internet sehingga dapat diakses sewaktu-waktu oleh setiap pegawai. Bank Mandiri memberikan <i>reward</i> kepada para pegawainya dengan mengedepankan prinsip <i>competitiveness</i> dan <i>fairness</i>, dimana <i>reward</i> yang diberikan kepada pegawai dapat bersifat finansial maupun non-finansial yang disesuaikan dengan kemampuan Bank Mandiri. Salah satu bentuk <i>financial reward</i> bagi pegawai Bank Mandiri adalah <i>annual performance bonus</i> yang diberikan karena kinerja Bank Mandiri yang optimal pada tahun tersebut. Sedangkan, <i>performance bonus</i> diberikan kepada pegawai sesuai dengan penilaian kinerja masing-masing pada sistem <i>Mandiri Easy</i>. Selain <i>financial reward</i>, Bank Mandiri juga memberikan <i>benefit</i> lain kepada pegawai berupa fasilitas kesehatan,	Bank Mandiri distribute the company's target to each individual based on the potential and capability of personnel, as outlined in the Key Performance Indicator (KPI) Employees. Furthermore, the individual performance planned, established, reviewed and rated using tools system named the Individual Performance Management System (IPMS) which specifically arranged structured so employees can carry out their duties optimally, enhances employee loyalty and drive the work climate that is open, positive and progressive. IPMS assessment process carried out in the form of an annual cycle Working Planning (planning and goal setting) as well as monitoring and evaluation. This process is done online at Mandiri system Easy Internet-based so it can be accessed by any employee anywhere and anytime. Bank Mandiri give rewards to employees whom their performance becomes the foundation of the principles of competitiveness and fairness, where reward given to employees, either in financial or non-financial things that are tailored to the ability of Bank Mandiri. One form of financial reward to Bank Mandiri employees is the annual performance bonus which given because of the optimum performance of Bank Mandiri that has been achieved. Meanwhile, performance bonuses are granted in accordance with the assessment of the performance of each employee assessed through Mandiri Easy. In addition to the compensation that is cash, Bank Mandiri also provides benefits to employees in the form of a



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hari cuti, kredit kesejahteraan pegawai dan fasilitas lainnya sesuai lokasi kerja dan jabatan. Sementara itu, <i>non-financial reward</i> biasanya diberikan dalam rangkaian acara bergengsi seperti <i>Mandiri Excellent Award</i> yang rutin diselenggarakan Bank Mandiri setiap tahunnya sebagai bentuk apresiasi tertinggi bagi pegawai dan unit kerja terbaik dalam berbagai kategori yang turut melibatkan Perusahaan Anak. Dalam rangka mendukung serta meningkatkan performa Bank Mandiri, perusahaan memastikan telah memilih talen-talen yang terbaik untuk mengisi seluruh posisi jabatan strategis. Berbagai program yang dijalankan oleh Bank Mandiri dalam mempersiapkan talen sebagai suksesi, antara lain program pengembangan <i>leadership</i> bagi senior dan <i>middle management</i> melalui program <i>Coaching and Mentoring</i>, <i>Great Leader Program</i>, dan <i>Leadership Forum Program</i>. Dalam hal <i>Senior and Middle management</i>, tingkat kapabilitasnya juga diukur melalui program <i>assessment</i> oleh konsultan independen untuk mempersiapkan program pengembangan yang sesuai dengan masing-masing individu.	health facility, days off, credit employee welfare and other facilities by location and occupation. Non-financial reward is given in a series of event Mandiri Excellence Award which is the highest appreciation for employees and work units best in various categories involving the subsidiary. In order to support and improve Bank Mandiri performance, the Company ensure the presence of top talent to fill all strategic positions. Programs in preparation for succession among other talent as a leadership development program for senior and middle management through Coaching and Mentoring program, the Great Leader Program, and Leadership Forum Program. Senior and middle management were also measured levels of capabilities through the Mandiri program for assessment by a consultant to prepare a development program that suits each individual.
Survei Keterikatan Pegawai Survei keterikatan pegawai Bank Mandiri kembali dilakukan pada tahun 2016 dengan perolehan nilai 73,7% merupakan kategori tertinggi (platinum) untuk survei keterikatan pegawai. Atas hasil survei tersebut, Bank Mandiri memperoleh 2 (dua) penghargaan, yaitu Platinum dan <i>Best of the best Award Winner</i> pada Indonesia <i>Employee Engagement Award</i> 2016 yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPI), Stabilitas, Kinerja dan Blessing White	Employment Engagement Survey The employee engagement survey of Bank Mandiri which conducted in 2016 has successfully got score of 73.7% which is the highest category (platinum) for the employee engagement survey. By the results of this survey, Bank Mandiri obtained 2 (two) awards, namely Platinum and Best of the best Award Winner in Indonesia Employee Engagement Award 2016 that organized by the Indonesian Banking Development Institute (LPPI), Stability, Performance and BlessingWhite Indonesia.



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Indonesia. Beberapa faktor yang mempengaruhi tingginya nilai <i>engagement survey</i> Bank Mandiri pada tahun ini, antara lain hubungan baik dengan rekan kerja, kejelasan mengenai prioritas dan tujuan pekerjaan, serta pemahaman tentang kontribusi pekerjaan yang dilakukan untuk mendukung strategi perusahaan.	Several factors that contribute to the high score of Bank Mandiri employee engagement survey in this year, among others, good relation with colleagues, clarity about the priorities and objectives of the work, as well as an understanding of the contribution of the work performed to support the company's strategy.
Pengembangan Karier Bank Mandiri menjamin peluang dan kesempatan berkarier yang sama kepada seluruh pegawainya berdasarkan prinsip dan ketentuan yang berlaku di lingkungan Bank Mandiri. Terkait hal tersebut, pegawai yang dapat dipromosikan oleh Bank Mandiri haruslah pegawai yang telah memenuhi criteria <i>Promotion Guideline</i>. Program promosi dan mutasi dipandang menjadi salah satu implementasi program pengembangan karier pegawai di lingkungan Bank Mandiri dan pelaksanaannya dilakukan dengan mengacu pada periode <i>Promotion Cycle</i> yaitu setiap bulan Mei dan November.	Career Development Bank Mandiri ensure that all employees have a big chance and same career opportunities based on the principles and provisions that applicable in Bank Mandiri. Related to this, employees whom can be promoted are employees who have met the criteria in the guidelines Promotion. This promotion and transfer program is one form of employee career development and implemented in accordance with the promotion cycle that takes place in May and November.
Pensiun Bank Mandiri menyelenggarakan program pensiun iuran pasti kepada seluruh pegawai tetapnya melalui DPBM (Dana Pensiun Bank Mandiri), dengan ketentuan dana iuran pasti yang dibayarkan dari gaji pegawai sebesar 5% dan sebesar 10% ditanggung oleh perusahaan. Selain dapat mengikuti program DPBM, pegawai Bank Mandiri yang telah memasuki usia pensiun juga mendapatkan fasilitas kesehatan yang dinamakan <i>Mandiri Health Care</i>. Bagi pegawai yang akan dan telah memasuki usia pensiun, Bank Mandiri turut menyediakan pelatihan	Retirement Bank Mandiri has defined contribution pension plan for all its permanent employees through DPBM (Bank Mandiri Pension Fund) with the provisions of defined contribution funds paid from employees' salaries by 5% and 10% is paid by the company. Besides this program, Employees who have reached retirement age also get health facility that has been prepared since the active employees work called Mandiri Health Care. For those employees who would and have reached retirement age, Bank Mandiri also conducted special training special training for employee



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husus terkait program persiapan pensiun pegawai yaitu Pra-Purna Bhakti, dimana pelatihan ini bertujuan untuk membentuk mental dan keahlian serta sebagai pembekalan kepada para pegawai agar tetap produktif walaupun tidak lagi menjadi pegawai aktif. Pada tahun 2016, pelatihan ini telah dibuka sebanyak 39 <i>batch</i> dengan total peserta sebesar 610 pegawai dan menghabiskan biaya sebesar Rp13 miliar.	retirement preparation programs i.e. pre-retirement, where this training aims to establish a mental and expertise as well as a briefing for employees to remain productive despite being a retired employee. In 2016, 610 employees already trained which divided in 39 batches number and cost amounted to Rp13 billion.
Program Bonus Dalam Standar Pedoman Sumber Daya Manusia Bab III.E.10, disebutkan bahwa Bonus adalah penghargaan Bank atas pencapaian kinerja pegawai pada periode tertentu. Bonus diberikan dengan tetap memperhatikan strategi bisnis dan kemampuan bank. Program bonus yang diberikan Bank dikelompokkan antara lain melalui Long Term Reward, dimana bank dapat memberikan retention program untuk menarik, mempertahankan dan memotivasi top talent dan pegawai pemegang jabatan-jabatan tertentu. Jenis-jenis retention program antara lain diberikan dalam bentuk saham, Car Ownership Program (COP) dan tunai.	Bonus Program By referring to Human Capital Standard Guideline, Chapter III.E.10, it is stated that Bonus is a type of reward granted by Bank for the achievement of employees' performance within a certain period. Bonus is granted by taking into account business strategies and capability of Bank. Bonus program granted by Bank consists of, among others the long Term Reward in which Bank may provide retention program to attract, maintain and give motivation to topnotch talents and employees of a certain positions. The retention available retention program may consist of shares, Car Ownership Program and cash rewards.

