

06
Corporate
Governance07
Integrated Corporate
Governance08
Corporate Social
Responsibility09
Cross Reference of
Annual Report
Award 2016 Criteria10
Consolidated Financial
Statements

Recruitment

In order to strengthen the organization basis, Bank Mandiri continues make plans of employee compliance policy which effective, precise, and accurate with reference to the principle of "the right man for the right place at the right time", aims to support the growth of sustainable business in the future. Until now, the fulfillment of Bank Mandiri employees conducted through two channels, namely internal and external sourcing sourcing. Internal sourcing is to open opportunities for employees to become employees of executive level leadership, while external sourcing through hire fresh graduates and experience, both for executive and leadership levels. In carrying out the program of employees fulfillment, Bank Mandiri opened up the same opportunities for the best children of the best area accross Indonesia to join, work and grow with Bank Mandiri. Optimalization the program of employees fulfillment through e-Recruitment system at Mandiri Career Website in harmony with the more conventional recruitment methods such as advertising, participated in the job fairs and campus hiring. In addition, BankMandiri also began offering internship programs for prospective best graduates from the best universities both domestic and overseas

Employees' Profile

In 2016, Bank Mandiri recorded the increase of total employees by 6% to 38,940 employees from previous year which only recorded at 36,737 employees. This increase was primarily due to Bank Mandiri's business development. The explanations which related to the composition of Bank Mandiri employees based on gender, hierarchy, level of education, employment status, work location, length of service and group age as well as the comparison within 3 (three) years, has been reviewed in chapter "Company at a Glance", sub-chapter "Employees' Composition, on page 88-91 in this report.

Learning & Development

In order to improve the quality of its human resources, Bank Mandiri held some training and employee development programs which refers to the People Development Framework, which is an employees development program that based on the talent or advantages (strength based) and have been adjusted with the competencies required by each working unit and also harmonized with the strategic plan of Bank Mandiri which given for all position levels as a part of the Comprehensive Leadership Development Program as illustrated in the scheme below:



01 Main Highlights	02 Management Report	03 Company at a Glance	04 Management Discussion and Analysis on Company's Performance	05 Review of Business Support Function
-----------------------	-------------------------	---------------------------	--	--

Along with the growing number of employees with a wider distribution, Bank Mandiri utilizes the development of information technology through the online portal, i.e. three-learn, i-share, and i-know. I-learn portal contains information about e-learning, training registration and assessment tools. i-Share portal is a social media learning so that it becomes a means of sharing information among all employees, while i-Know portal contains knowledge management systems to manage knowledge and collaboration means corresponding international best practices.

Throughout 2016, Bank Mandiri has held 714 educational programs, training, and development followed by 170,172 participants. From the following table can be seen the comparison of number of participants in the learning & development activities within last (three) years:

Total Employees Attending Education, Training and Development Programs in 2014-2016

PROGRAM	2016	2015	2014
Classroom	46,023	50,501	28,822
eLearning	121,827	152,531	36,739
ODP (Officer Development Program)	666	709	844
SDP (Staff Development Program)	1,456	1,176	1,022
P3K (Pegawai Pelaksana Pemegang Kewenangan)	144	1,010	270
P3K (Executive Officer)	-	-	-
Post Graduate	56	45	72
TOTAL	170,172	205,972	67,769

In addition to the internal training programs, all employees are also given the opportunity to attend public training or specialized training which appropriate to the needs of their job. The company's achievement target at least 60% of total employees took 16 hours of training. The total budgeted cost of training in 2016 reached Rp540,075.02 million, an increase of 9.73% compared to 2015 (Rp492,182.80 million) where this year's budget allocation is more focused on developing the capability of personnel in supporting Corporate Plan of Bank Mandiri 2016 and Development of "Future Leader" Bank Mandiri. During 2016, Bank Mandiri has cost up to Rp530.832 million or equivalent to 5.18% of the total Cost of Labor in 2016, which reached Rp10,801,512 million.

Costs of Education, Training and Development Programs in 2014-2016 (Rp million)

PROGRAM	2016	2015	2014
Executive Development Program	5,540	29,714	13,473
Management Development Program	186,541	83,625	101,337
Retaining Competency Development Program	44,582	37,097	40,181
Change & Culture Development Program	13,379	17,000	17,000
Organization Capability Development Program	30,433	39,000	29,500
Leadership Capability Development Program	2,166	18,750	36,999
Pre-Retirement Program	12,571	23,000	11,000
Employee Engagement Activities	16,133	16,350	15,000
Mandatory Skill Development Program	219,486	227,647	90,395
TOTAL	530,832	492,183	354,885