

Thriving to Give Value for Indonesia

Towards the Next Gen HC

Made and Presented by: BRI Research Institute,
Human Capital Development Division
PT Bank Rakyat Indonesia (Persero) Tbk

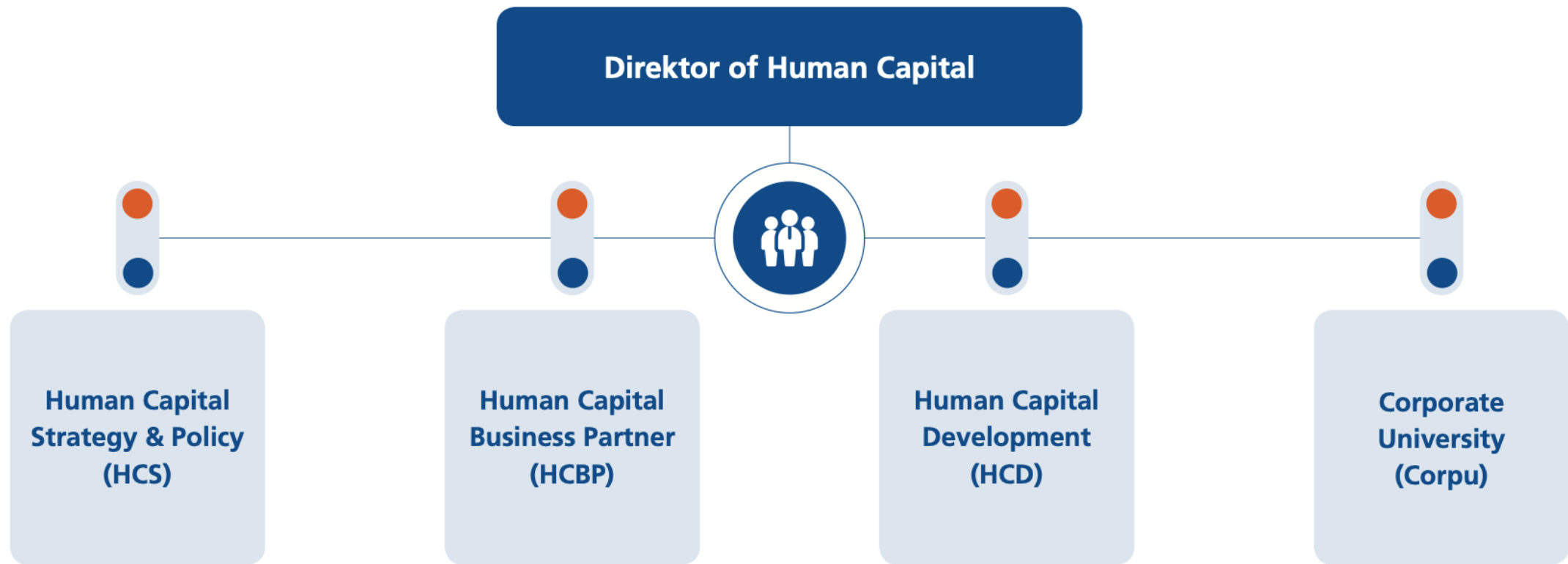




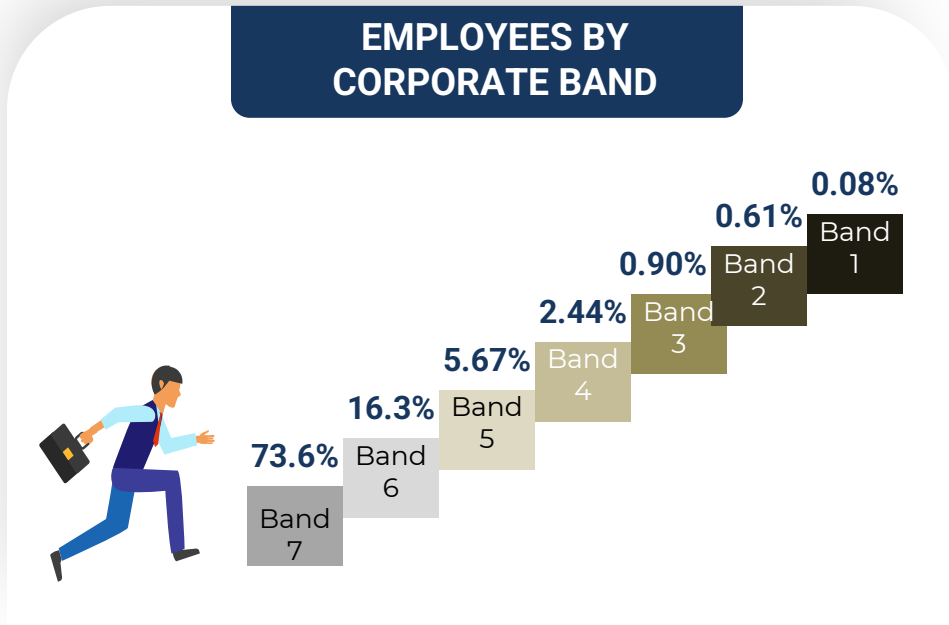
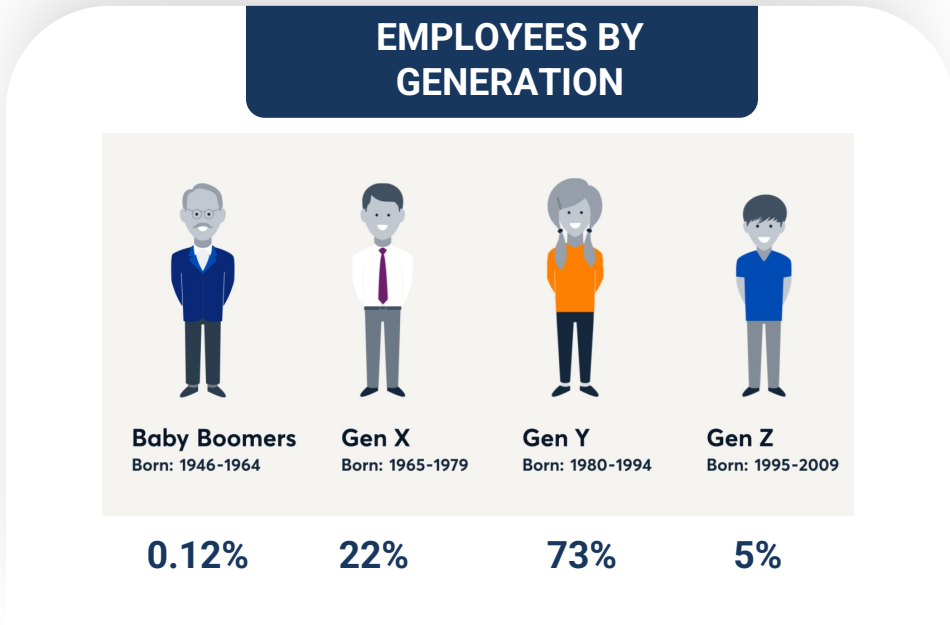
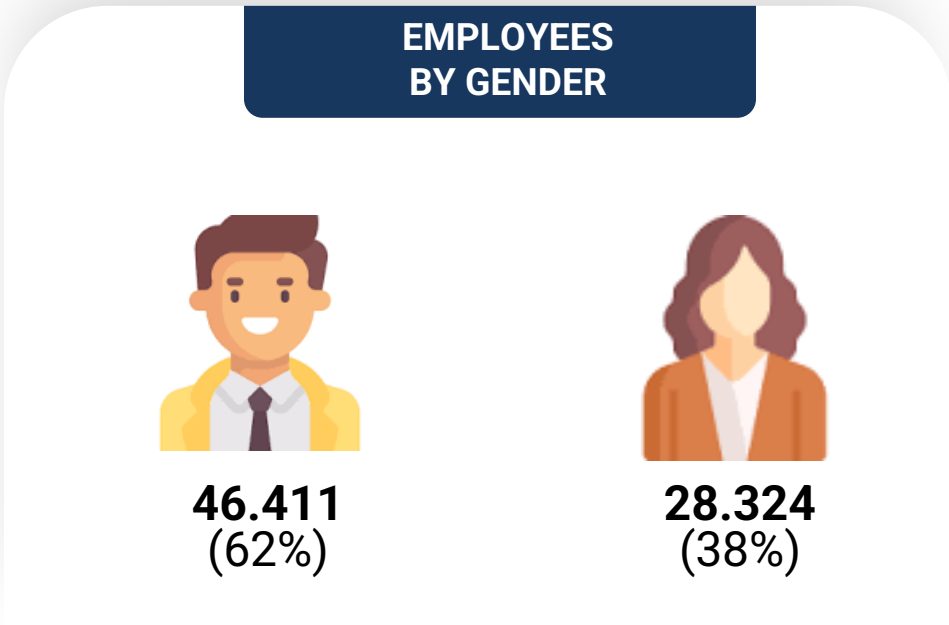
THRIVING TO GIVE VALUE FOR INDONESIA

Towards the Next Gen HC

HUMAN CAPITAL ORGANIZATION IN BRI

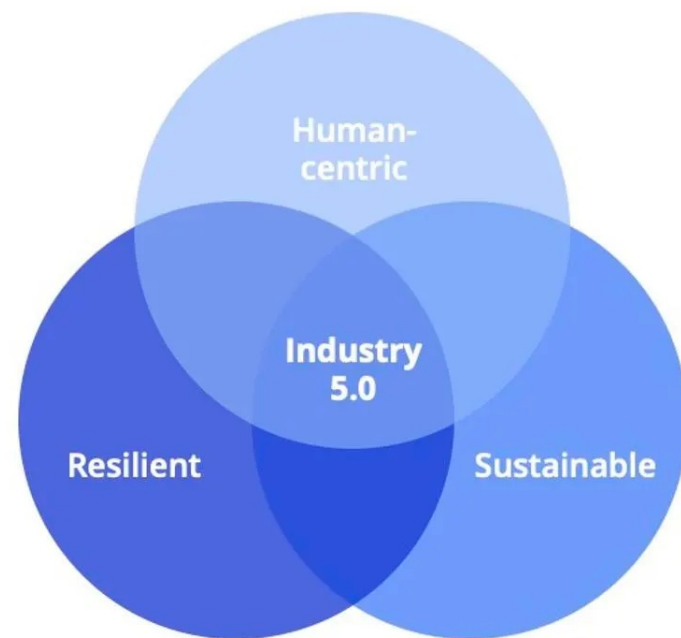


EMPLOYEE BY NUMBERS



INDUSTRY 5.0

The future of business has radically shifted by the focus of human-machine collaboration, emphasizing the resiliency, sustainability, and talent centric.



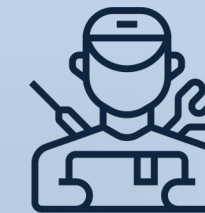
CURRENT HUMAN CAPITAL CHALLENGES IN THE 21ST CENTURY

TALENT WAR



Top companies are in the **high competition** to attract global candidate due to talent oversupply.

TALENT CENTRIC



Existing **talent development and learning** programs plays critical feature, allowing employees to grow and leverage their skill mastery.

FUTURE DEMAND COMPETENCY



More companies are likely to apply **in-demand skill-based hiring** that fit to foster business performance acceleration. It allows employee to explore and navigate career mobility through talent expertise **across adjacent functions**. This includes the use of IT-powered base program on HC Lifecycle.

Companies are challenged by the emergence of **sustainability concern**, which activates greater leap of **ESG-practical program to tackle and comply** with third parties (investor, stakeholder, regulator), including social concern on HR practice.



ESG IMPLEMENTATION

The use of **IT automation** to foster business performance such as AI, IoT, 5G, Metaverse, Machine Learning

HUMAN MACHINE COLLABORATION



BRIVOLUTION 2.0

“BECOME THE MOST VALUEABLE BANKING GROUP IN SOUTHEAST ASIA & CHAMPION OF FINANCIAL INCLUSION”

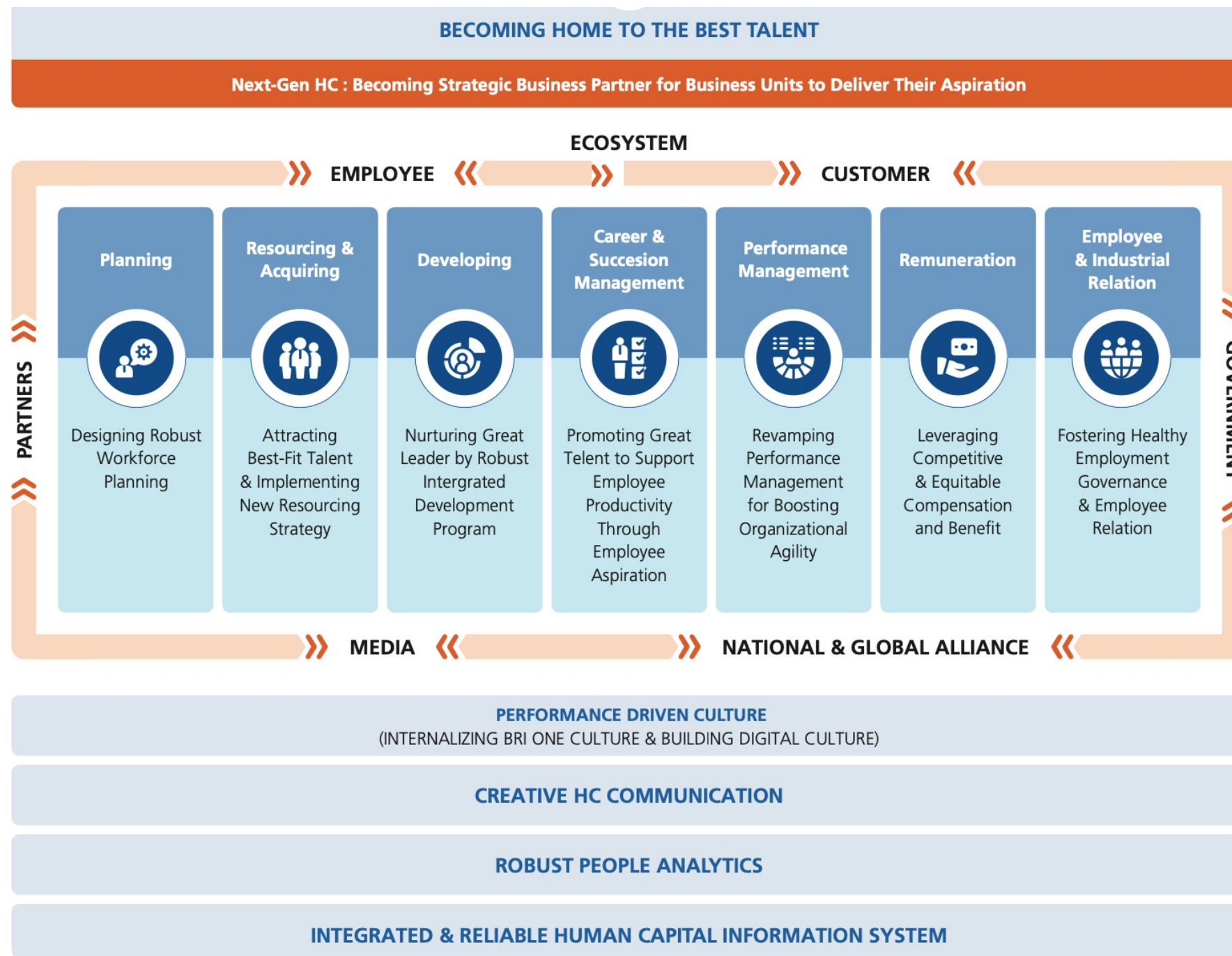
Market Cap (\$75Bn)

90% Financial Inclusion

Home to The Best Talent

Digital First DNA

Agile Entrepreneurial Mindset



Employee Value Proposition:
Giving Value for Indonesia

BRI HUMAN CAPITAL LIFECYCLE



TALENT MANAGEMENT

An integrated **talent framework to manage sequential human capital process to develop long-term human capital strategy** from attracting to succession.



COMPENSATION BENEFIT

BRI formulates **essentials components of remuneration scheme**, from salaries to compensate employees contribution and non-monetary perks such as health insurance, allowance, and stock ownership program.



PERFORMANCE MANAGEMENT

Systemic processes to evaluate and measure **annual individual's business achievement**. The primary goals of performance management aligned with employee and organization objectives, covering performance appraisals, goal-setting, and courageous dialogue



CAREER MANAGEMENT

A **career framework** that navigates employees achieving their **career aspirations** across job roles and adjacent competency. BRI designs career path based on classified **Job Family** to tailor specialized employees.



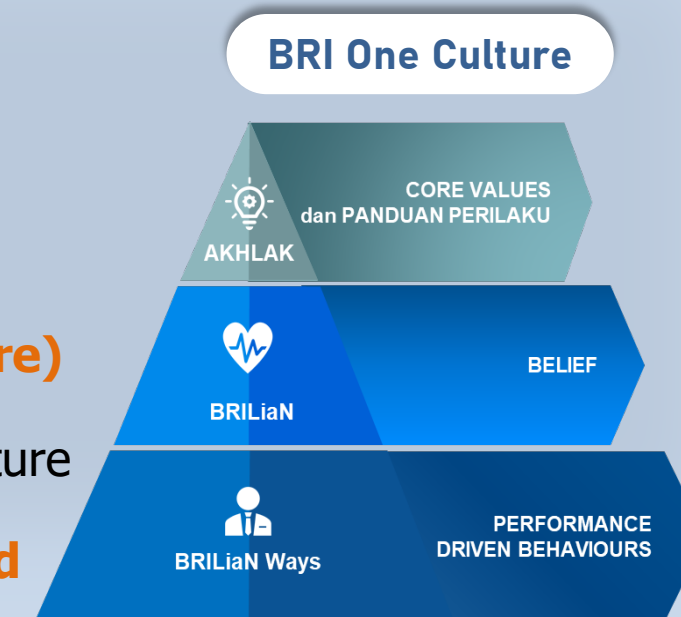
LEARNING AND DEVELOPMENT

Learning and development program to equip required competency (soft and hard) to organize job roles, workforce capabilities, and certify skills mastery aligned with organization's vision and mission



CULTURE TRANSFORMATION

BRI has transformed culture as fundamental people movement by **internalizing culture (work culture)** to successfully achieve BRI's 2025 vision. The journey of BRI's work culture is implemented by **strengthening culture values, culture agent, and BRI excellence awards**.

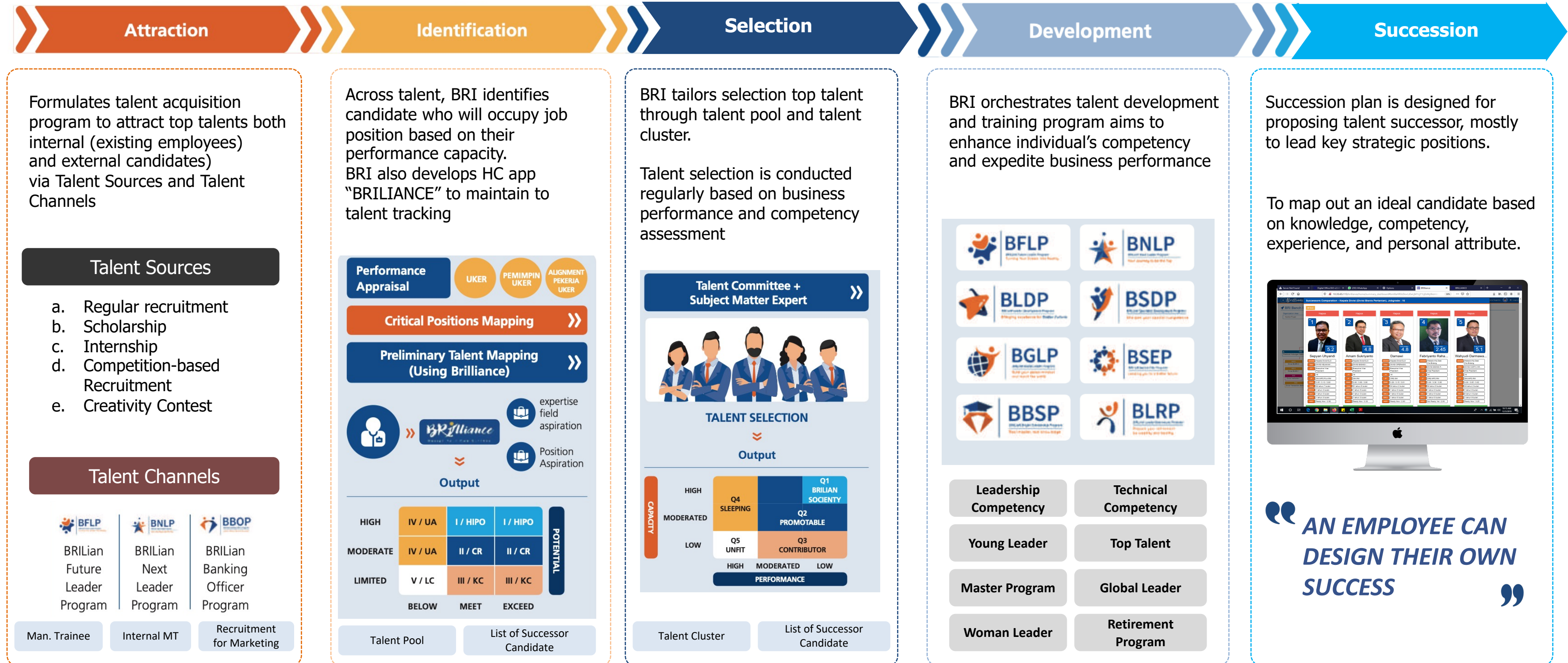


EMPLOYEE ENGAGEMENT

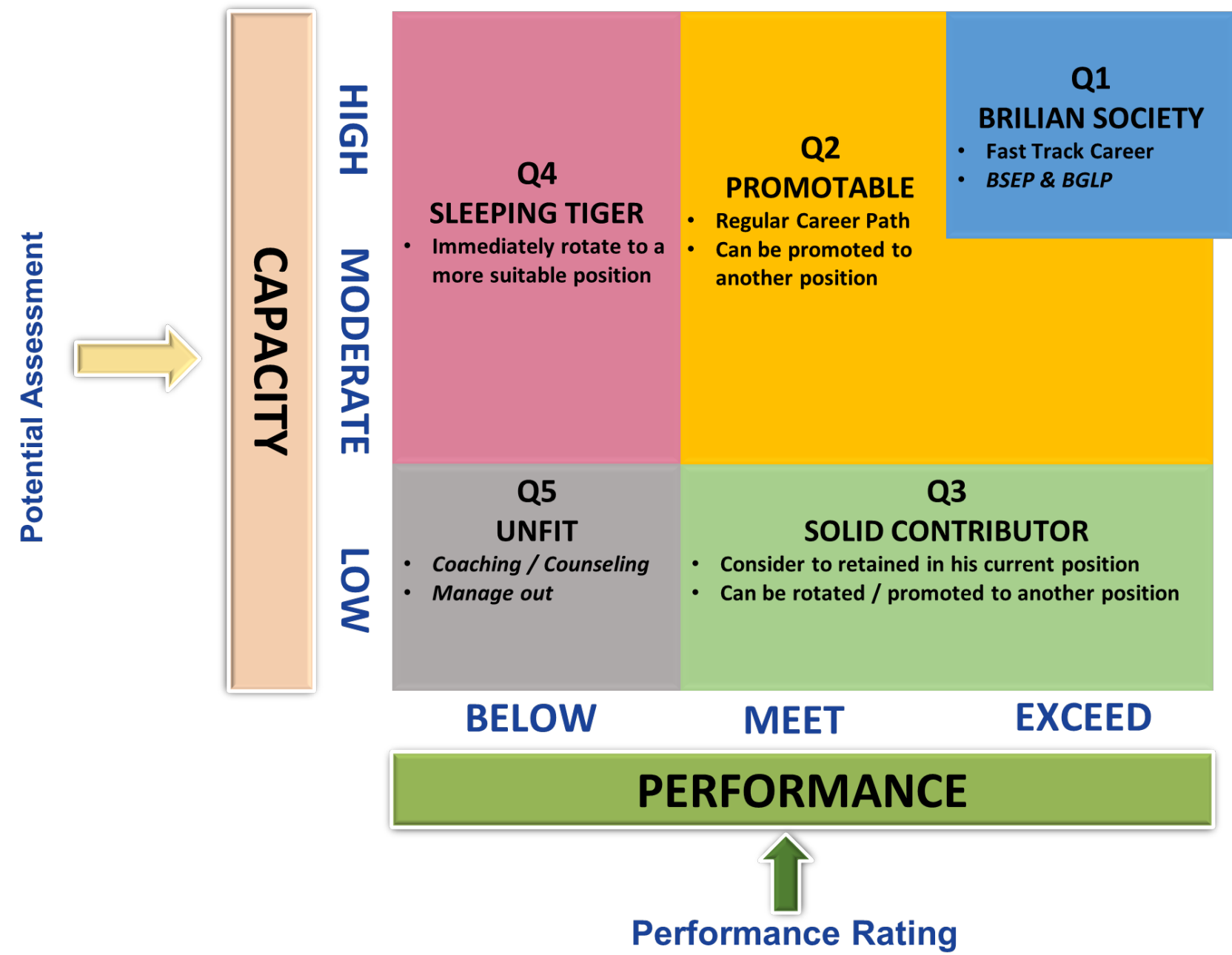
Maintain **employee engagement** through various programs BR, analysed employee responses by survey, focusing on the Say, Stay, and Strive dimensions.

3.48 Index of EES

LEVERAGING EMPLOYEE'S VALUE THROUGH TALENT MANAGEMENT



BRI TALENT CLUSTER



Drawing upon Talent Management, the talent cluster comprises by number of specialized employees by **performance and assessment**.

BSM (Brilian Society Member) is group members, consisted by top talents who demonstrate best-quality performance and potential employees (+/- **Top 20% Talent**).



BSM Privilege

- Fast Track Career
- Key Strategic Position Candidate
- Additional Development
- Recognition Program
- Joining BSEP and BGLP

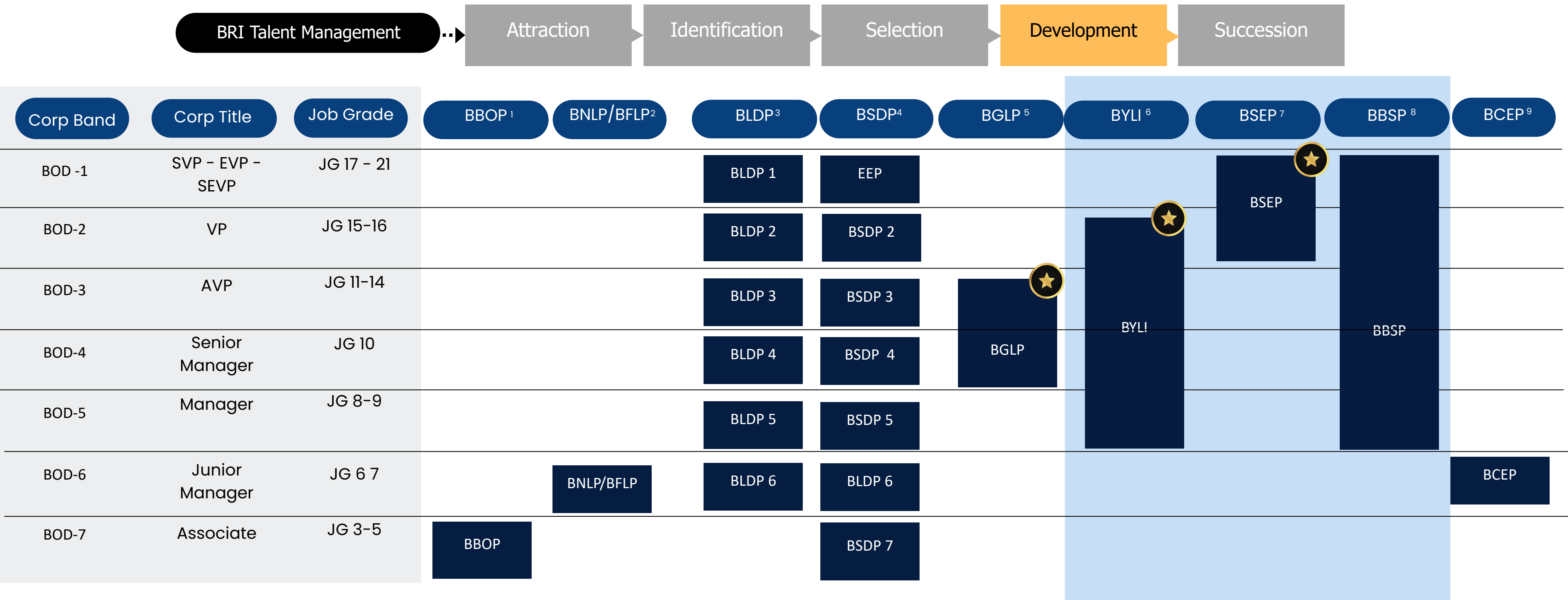


BSM Duty

- Sharing Knowledge
- Coaching & Mentoring
- Committee Member
- Promoter on BSM Get Talent
- Culture Agent Executive



DEVELOPMENT PROGRAM



1. BBOP : Brilian Banking Officer Progam

2. BNLP : Brilian Next Leader Program (BNLP)/
Brilian Future leader Program (BFLP)

3. BLDP : Brilian Leader Development Program

4. BSDP : Brilian Specialist Development Program

5. BGLP : Brilian Global Leaders Program

6. BYLI : Brilian Young Leader Indonesi

7. BSEP : Brilian Society Elite Program

8. BBSP : Brilian Bright Scholarship Program

9. BCEP : Brilian Career Enhacnment Program



OUR TRAINING AND DEVELOPMENT PROGRAM



Understanding how essential the development program to nurture robust talent, BRI has established several programs to facilitate top talent gain abundant global benefits

Master Scholarship Program

Understanding talent management is a competitive necessity; some **critical roles require specific knowledge**, thereby offering many scholarship opportunities to prepare the top talent and be ready to fill in. Over many years, BRI has set out **Brillian Bright Scholarship**.

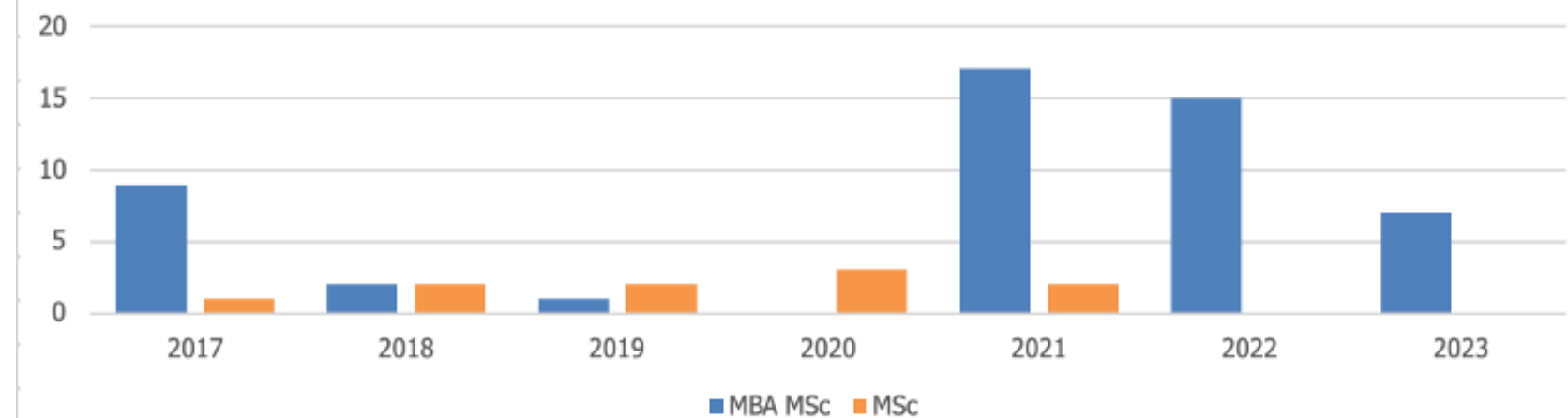
Eligible employees may decide various world's top universities listed below countries.



Throughout the program, multiple benefits are open for the awardee to help achieving their postgraduate journey, such as:



Data BBSP BRI by year (2017 - 2023)



Program	2017	2018	2019	2020	2021	2022	2023	Total
MBA	9	2	1	0	17	15	7	44
MSc	1	2	2	3	2	0	0	10
Total	10	4	3	3	19	15	7	54



BBSP is master's scholarship for 1-2 year MBA program, selected for top talent employees to equipped skill mastery, global exposure, and international networking.



BBSP Plus is master's scholarship awarded to employee who receive external scholarship funding, e.g.

- Chevening
- Australia Awards Scholarship
- LPDP
- Erasmus Mundus



Data of Current Composition of Directors in State-owned enterprises: 15% of Women and 5% of the young generation

Understanding how imperative career opportunities are, the Ministry of state-owned enterprise urges the target of the next leaders:

15%

Women

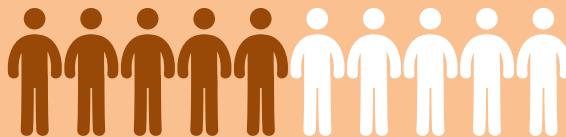


Optimizing career equality, account for 15% of women among state owned-enterprise in Indonesia

EQUALITY

5%

Young Director



Providing career opportunities at least 5% to become director of a state-owned enterprise with a minimum aged 40

EQUALITY





BRILIAN YOUNG LEADER INDONESIA (BYLI)

A development program for selected young employees that provided **career acceleration opportunities and exclusive development**, so that employees could master the **competencies, knowledge and skills** needed to become **Indonesia's Young Leaders**.

In 2022, as many as **42 workers** took part in BYLI program (band 3 & band 4).



Through BYLI, the program expects selected employee to reach **Band 1 with minimum aged of 39. BYLI expects candidate to acquire essentials global learning benefits**

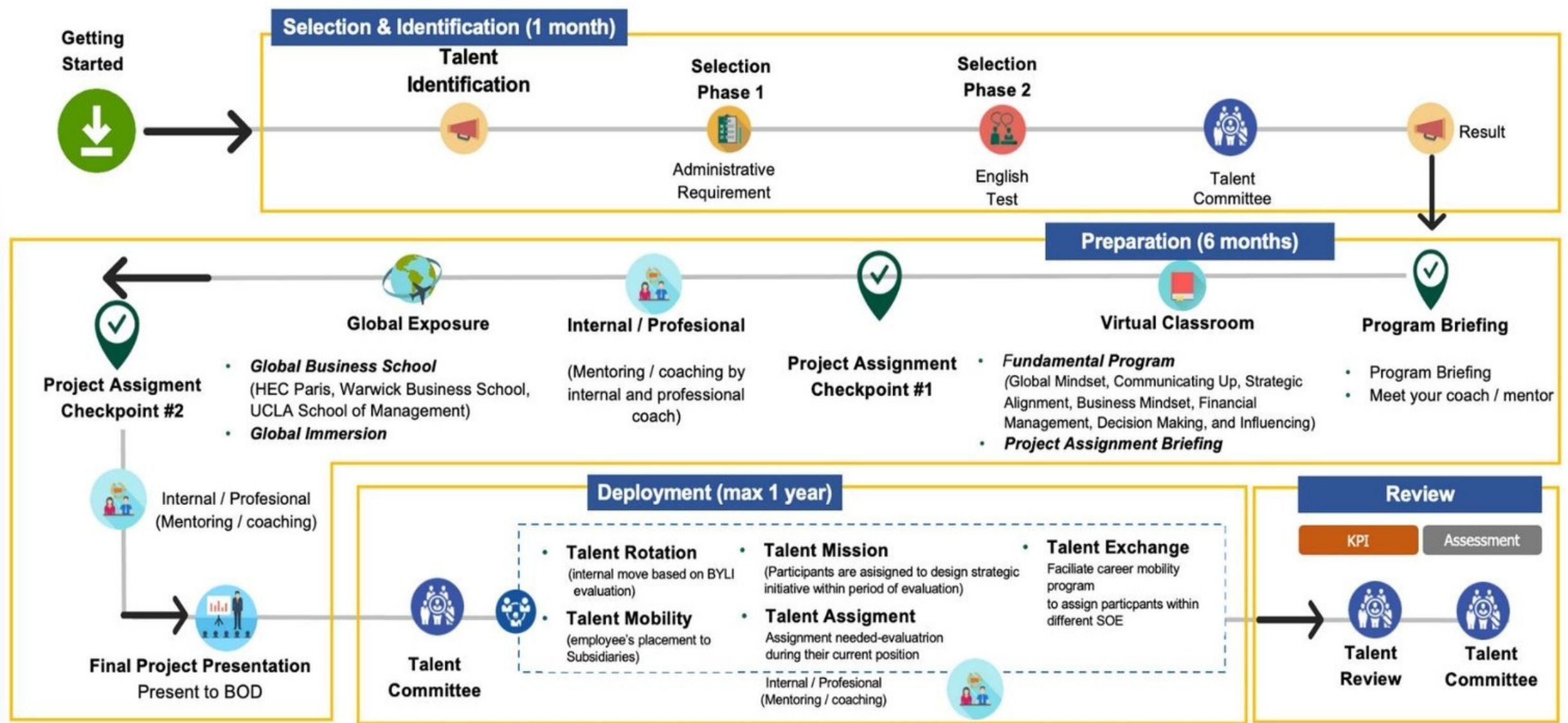
The formulated BYLI program corresponds with the Ministry of State-owned enterprise, urging the target of the next leader to be at least **5% to achieve the director of state-owned enterprises**.

Prerequisite

- Top Performer Employee "Brilian Society Member"** (selected based on Annual Performance and Competency Assessment)
- Eligible Candidate by age limit** within each stage (corporate band)

Objective

- Implement individual **career acceleration** for young employees as their role to be a future leader
- Leverage **individual competency and skills** in a leading organization, communication, problem-solving, and decision making
- Refine individual competency** in strategy formulation, conduct monitoring, evaluate and develop the organization
- Gain **networking skills** among employees both in an internal and external company
- Enhance young employees' nationalism in supporting loyalty and professionalism for Indonesia aligned with ministry of state-owned enterprise



Other Development & Learning Program



1 Face up **high demand of future competencies**, BRI develops talent through leadership and specific programs across each of grade level and job functions. Notably, the program outlines multiple courses covering **leadership, business value creation, and social need orientation**.

10% Learning

20% Coaching & Mentoring

70% On the Job experience

2 In addition, many **certifications** program are also facilitated to certify employees enhancing their skills and competency corresponding to business environment and industrial needs, such as **Professional Competency, Technical, and Leadership Competency**.

3 BRI facilitates employees to fine-tune banking and financial knowledge through learning center called BRI Corporate University, including **learning platforms** BRISMART and **online learning apps**



4



Curriculum and Program



Subject Matter Expert



Competency



Technical Competency



Specialist Development Program



Soft Competency



Leadership Development Program

Brilian Woman Leader Indonesia

Development program aims at leveraging existing leadership capability for woman employee in BRI. Main focus of the program involves leadership exposure and broadening the networking.



Target by SOE

Supporting 25% target for woman leader, committed by Indonesia SOE. BRI designs BWLI through intensive leadership capability



Employer Branding

Provides networking, making impact, dan employer branding as the participant expects to influence women both for internal and external company.



ESG Implementation

Committing to foster ESG Implementation, particularly for social aspect by promoting equity, meaning recognizes woman representative as a leader.

LEARNING JOURNEY

Existing Women Leaders of BRI



Chosen as BWLI



Developed through BWLI



Deeper knowledge of women in leadership, more prepared for higher career path, higher sense of leadership competency, ready to uplift more women leaders around them



THANK YOU

GIVING VALUE FOR INDONESIA

