

Human Resources

BCA's philosophy of 'to train leaders of the future' is reflected in the wide variety of training and development programs provided by the Bank and designed to enhance the skills and the competencies of each individual

The development of human capital is at the forefront of BCA's long term development strategy. Our people are undeniably the lifeblood of the Bank. Indeed, it is BCA staff, both front liners and those in the back office, who truly ensure that the Bank remains dedicated to deliver quality services and products to its broad customer base. BCA remains committed in its endeavor to continually develop the skills and competency of staff at every level and throughout the nationwide Bank network.

BCA's investment in human capital has secured strong achievements in many aspects of the Bank's performance and is reflected in the many awards and recognitions received by the Bank throughout 2013. In the area of human resources, BCA received high praise in the Human Resource Excellence Awards from SWA magazine.

Training and People Development

The BCA Learning Center is the centerpiece of the Bank's training and development programs. The Center consistently develops and manages programs to provide BCA staff with the

required skill set and to strengthen their characters and competencies with a view to achieving optimal productivity.

In 2013, training and development was focused particularly on those programs related to the fields of credit and marketing, risk management, team engagement, customer engagement and the Bank's coaching culture.

In 2013, BCA Learning Center held 2,173 training classes for a total of 64,020 participants; collectively, this equaled 190,695 learning days. Training was conducted to cultivate both hard and soft skills, aiming to improve job competencies for employees at all levels and throughout the Bank. E-learning, a mass education tool, is also available to all employees at all times. E-learning is further supported by Video Based Training, an alternative interactive learning method that continues to gain in popularity with the Bank. Following an increase in bandwidth the previous year, participation figures have increased with 20,863 users in 2013 compared to 10,717 in 2012.

The main driver of the Bank's knowledge management initiative, the BCA Learning Center, strives to develop a culture of independent learning and sharing in an ongoing effort to improve the capability of all employees. Training is continued on the job through the Community of Practice program that encourages each work unit to strengthen business and social interaction among employees

for knowledge dispersal. The Bank also encourages employees to keep their product knowledge accurate and up-to-date through refresher training courses so that staff can provide the best service to their customers.

For the second consecutive year, BCA hosted the Indonesia Knowledge Forum (IKF). This forum aims to encourage



participants to be more creative and innovative and is open to members of the public as well as to customers and employees of BCA. In 2013, the IKF discussed such topics as the Economy, Human Capital & Leadership, Creativity & Innovation and Marketing. Through the sharing of personal experience, along with academic concepts and research, this event offers great value to all participants, as well as an opportunity for interaction between BCA staff, the Bank's customers and the wider public.

Employee Recruitment and Retention

Regeneration is an important part of maintaining and building upon BCA's competitive lead in the field of human capital. This process begins with selecting the best graduates from the best national and international universities who are then given intensive and comprehensive management training through the BCA Development Program (BDP) before being placed within the Bank.

In 2013, BCA recruited 246 graduates for BDP positions who were then posted as account officers, relationship officers, branch operational staffs, and regional or head office staff. The Bank conducts intensive socialization activities at universities to increase awareness of the opportunities BCA offers as one of the best employers in Indonesia.

To fulfill the Bank's needs for account officers, especially in the Commercial and SME segment, BCA recruited 122 new account officers in 2013. In 2012, the Bank also initiated the Apprentice Account Officer program, which offers on-the-job training at BCA branches as account officers in the apprentices' local area. If after two years the apprentice proves their abilities, they will become full time account officers at BCA. The aim of this program is to post employees in their home regions where they will have an advantage in better understanding the character and culture of the local community leading to enhanced customer relationships.

Career Development Programs are continually offered to aspiring employees to prepare them to pursue higher goals in their careers and to meet the needs of the Bank in staffing strategic positions. BCA utilizes a panel scoring system to identify top quality staff who are then rotated through the Career Development Program in preparation for increased responsibility and to staff strategic postings. In 2013, 1,382 individuals graduated from the Career Development Program. New initiatives include the development of an internal talent search database to assist in this process.

BCA provides special training for newly promoted managers in order to assure that they have the necessary knowledge to effectively manage team members. BCA also undertakes the development of employees within the talent pool through a series of training and mentoring programs, including the provision of master program scholarships at local universities or comprehensive training in the form of Executive Education programs at top universities in Singapore, Europe and the USA.

BCA offers an attractive reward system to maximize retention and to incentivize good performance as well as to increase the sense of ownership and pride amongst employees. Performance targets are set and appraised on an annual basis. Commencing in 2012, part of the employee annual bonus was paid in BCA's shares that the Bank procured via shares purchased from the Indonesia Stock Exchange. This initiative continued in 2013. The bonus shares are locked in for 3 years, after which time employees are entitled to liquidate their shares.

Employee Engagement

The Bank believes training and development of human resources must be combined with a strong people engagement culture in order to ensure the best service for customers and effective interaction among team members.

In 2013, BCA implemented a number of Team Engagement initiatives to ensure managers not only function as business managers but also as people managers. Team Engagement activities, along with coaching activities and BCA's learning culture, have been included as part of Key Performance Indicators for middle management. These programs target one ultimate goal: to maximize employee satisfaction and, in turn, employee retention.

Team Engagement has become an essential element of BCA's working culture, aiming to maximize productivity and thus, develop and improve techniques in building a day-in day-out customer-oriented focus. Since 2011, BCA has been conducting polling with the Gallup Polling Group to assess Team Engagement. Results in the first year were high, with a 98% response rate, and since then, the Bank has continued to invest in this field to ensure a high participation rate is maintained.

A new initiative for 2013 was the program Team Engagement ACTION ACTION ACTION. This involves the Bank assessing action plans throughout the various branches and divisions and choosing the top ten plans from nationwide. Recognition for these ten action plans will then be presented to the Board of Directors at a special appreciation event. It is hoped that this will encourage teams to consistently generate action plans that lead to working environment enhancements across the Bank's network.

Work-life Balance

BCA introduced several programs in order to manage a comfortable work-life balance for BCA employees and to improve their comfort at work and increase productivity.

BCA provides a comfortable working environment in accordance with the standards set by the Department of Manpower. One of the activities offered to improve employees' work-

life balance is team sports as a part of the "*Sehat Bersama BCA*" initiative. BCA is also the first large corporation in Indonesia to cooperate with UNICEF to provide after-maternity-leave support for female employees. During Eid holiday season, BCA provides child day care facilities in several regional offices and head office to help reduce the stress of working parents.

Team Engagement and Work-Life Balance programs are intended to build a high quality and supportive work environment and as a way to maintain harmonious industrial relations.

Enhancing the Effectiveness of Human Capital Management

In 2011 the Bank began centralizing the operational functions of Human Resources (HR) in regional offices to head office in order to achieve optimal efficiency in the Human Capital Management program. In 2013 the centralization of HR operations was completed across all regions. BCA continuously performs post-implementation reviews to help with ongoing process improvements.

BCA continues to enhance the role of HR as a partner across all business lines. In the HR Business Partner program, a variety of trainings activities are undertaken to develop the skills and capabilities of HR staff so that they can acquire a better understanding of the needs of business units and of BCA. HR Business Partner activities include visits to BCA customers along with relationship officers and account officers. Through this program, HR is beginning to gain a better understanding of the needs of business units in meeting the operating environments.

The Bank provides an HR Portal within the internal corporate portal, MyBCA, to facilitate employee access to employment information. Through the HR Portal, employees can access information about employee benefits, employee rights, and up-to-date human resource policies.

Future Measures

BCA will continuously strive to upgrade the core skills of our employees and maintain a positive working environment through ongoing and new HR programs. Bank will constantly review its competency models and assess the success of implemented programs.

BCA is endeavoring to improve internal communications in order to better disseminate policies and information about the Bank to all staff. Linked with this effort, BCA is seeking ways to have employees become more aware of the positive external public opinion of the Bank and its achievements in an effort to build employee pride.

Recruitment teams will continue to visit universities around the country to promote promising careers with BCA in a highly visible effort to conduct an effective Employer Branding campaign and with the goal of attracting the best talent in the country. With our strong BCA Development Program, the Bank is poised to continue its objective to build a strong bank, train the leaders of the future and remain steadfast behind its customers.

Employee by Management Function

	2013	2012
Non Staff	1,803	1,909
Staff	15,648	14,957
Managers	3,487	3,344
Executives (Including Board of Commissioners and Directors)	75	75
Total	21,013	20,285

Employee by Seniority

	2013	2012
≤ 1 Year	1,525	955
> 1 – 5 Years	1,890	1,512
> 5 – 10 Years	909	735
> 10 – 15 Years	1,913	2,140
> 15 – 20 Years	6,445	6,902
> 20 Years	8,331	8,041
Total	21,013	20,285

Employee by Age

	2013	2012
≤ 25 Years	1,414	972
> 25 – 30 Years	2,150	1,567
> 30 – 35 Years	1,183	1,561
> 35 – 40 Years	3,762	4,347
> 40 – 45 Years	2,023	1,669
> 45 – 50 Years	4,674	4,249
> 50 Years	5,807	5,920
Total	21,013	20,285

Employee by Education Level

	2013	2012
Up to Senior High School	5,764	5,960
Diploma and Undergraduate	14,639	13,747
Graduate and Doctorate	610	578
Total	21,013	20,285

Employee Training

	2013			2012		
	Number of Classes	Number of Days	Number of Participants	Number of Classes	Number of Days	Number of Participants
Managerial Leadership & Personal Development	763	75,961	28,140	654	59,735	24,594
Credit Management	171	9,427	3,496	287	14,243	5,124
Risk Management Certification Program	164	5,388	4,518	228	7,016	5,684
Sales	29	1,570	687	32	1,267	575
Service	44	2,416	2,129	152	7,622	7,682
Operations & IT	962	93,301	22,711	1,023	87,256	23,166
Other	40	2,632	2,339	55	1,933	1,144
Total	2,173	190,695	64,020	2,431	179,072	67,969