

The Company strives to support and improve the capabilities and adaptation of employees to a new work format. Digitization and migration process to online will help improve HCM work process and operational efficiency. Lastly, recruitment and succession plans will continue to be carried out as a measure to anticipate the demographic structure of employee and prepare future leaders. The Company always strive to build an employer value proposition as well as a conducive and productive work environment to attract new employees or maintain the loyalty of existing employees.

The regeneration process and leadership succession are managed prudently to ensure the continuity of the organization going forward in accordance with the Company's values and sound governance.

Therefore, in order to support the Company's strategic steps in facing increasingly fierce competition in the era of digital transformation, increasing work productivity, preparing reliable human resources and preparing for key management succession, the Company has policies related to Performance Management, Performance appraisal, Transfers, Rotations and Promotions.

### **Performance Management**

A management process to improve individual and team performance in achieving the Company's goals. Performance Management consists of a continuous cycle that includes:

- Performance planning  
It is a stage to set individual goals, derived from company and work unit goals.
- Competency assessment  
It is a stage that is carried out before the supervisor conducts coaching which aims to measure the competency level of employees according to the demands of the position group as well as other competencies if needed.
- Coaching  
It is an important stage in Performance Management when superiors and employees communicate face-to-face to help employees achieve goals.
- Performance review  
It is a stage when the supervisor assesses the achievements of the setted targets in the performance planning and provides an assessment towards the performance of the supervised team members at the end of the period.

### **Performance Appraisal**

For Employee with an appraisal system that uses Performance Appraisal, the following provisions apply:

- Competency assessment and coaching
- Performance appraisal or performance appraisal using assessment factors that are adjusted to the position group.

### **Transfer**

As stipulated in the Collective Labor Agreement, the Company may transfer employees to other work units in order to fulfill the needs of the Company, for Employees' self/career growth and/or the development of employees, while still taking into account the requirements of position, education and/or competence.

Transfer of employees consists of:

- a. Rotation
- b. Promotion
- c. Demotion

### **Rotation**

Rotation is transferring employees to the same echelon.

#### **Purpose of Rotation**

- Allocate quality human resources evenly throughout the network of Branches/Work Units in the Company with the aim of improving organizational performance and efforts to place employee according to the talents and abilities of employees.
- To fulfill the needs of the Company and support the self-development and career of employees.
- Improve the quality control and supervision in accordance with good corporate governance.

#### **Terms and Condition of Employee Rotation**

To maintain the objectivity of employee rotation process, here are the following terms and conditions for employee rotation:

- Based on Company needs.
- Employees' Self-development and career.
- Employees' competencies and qualifications.
- Approval from authorized officers.

### **Promotion**

Promotion is promoting employees to higher echelon.

#### **Terms and Conditions, and Effective Date of Employee Promotion**

To maintain the objectivity of the employee promotion process, here are the following terms, conditions, and effective date of employee promotion:

- Based on Company needs.
- Employees' self-development and career.
- Employees' competencies and work accomplishments.
- There must be more than 1 (one) person proposed for the promotion of employee to S2 echelon and above.
- Approval from authorized officers.
- The effective date of employee promotion is day 1 of every month.

The results of performance management, performance appraisal and work experience (including transfers, rotations, promotions, etc.) are used to identify and prepare candidates so that later the candidates are ready to become key management through the nomination mechanism.

In relation to the nomination of the Director and/or the Board of Commissioners, may refer to the nomination mechanism at the following link:

(Indonesia Language)

<https://www.bca.co.id/-/media/Feature/Report/File/S8/Kebijakan-GCG/20190712-Kebijakan-Nominasi-Dirkom-IN.pdf>

(English Language)

<https://www.bca.co.id/-/media/Feature/Report/File/S8/Kebijakan-GCG/20190712-Kebijakan-Nominasi-Dirkom-EN.pdf>