

**KEBIJAKAN PENGEMBANGAN
KOMPETENSI/PELATIHAN
DIREKSI DAN DEWAN KOMISARIS
PT BANK NEGARA INDONESIA (PERSERO) Tbk**

A. Landasan

1. Dalam rangka mewujudkan visi, misi dan rencana strategis BNI serta menciptakan perseroan dengan daya tahan yang baik atau resiliensi, daya saing yang tinggi, dan kontribusi yang optimal dalam perekonomian serta mampu mengantisipasi tren perkembangan bisnis dan inovasi teknologi informasi di era digital, maka diperlukan sumber daya manusia yang berintegritas, kompeten, profesional, dan berdaya saing tinggi, sehingga pengembangan kualitas sumber daya manusia BNI menjadi prioritas;
2. BNI secara terencana dan berkelanjutan menyusun dan melaksanakan program pengembangan sumber daya manusia Insan BNI, termasuk diantaranya program pengembangan kompetensi bagi Direksi dan Dewan Komisaris BNI;
3. Perencanaan dan pelaksanaan pengembangan kompetensi bagi Direksi dan Dewan Komisaris BNI disesuaikan dengan visi, misi, strategi bisnis dan kebutuhan perseroan.

Pengembangan kompetensi atau pelatihan bagi Direksi dan Dewan Komisaris dilaksanakan dengan memperhatikan dan berdasarkan:

1. Peraturan OJK No. 24 Tahun 2022 tentang Pengembangan Kualitas Sumber Daya Manusia Bank Umum;
2. Anggaran Dasar BNI;
3. Dokumen rencana korporasi (*corporate plan*) dan rencana bisnis BNI; serta
4. Ketentuan eksternal dan internal lainnya, termasuk namun tidak terbatas pada ketentuan terkait Sertifikasi Kompetensi

**COMPETENCY DEVELOPMENT/TRAINING
POLICY OF THE BOARD OF DIRECTORS
AND BOARD OF COMMISSIONERS
PT BANK NEGARA INDONESIA (PERSERO) Tbk**

A. Legal Basis

1. In realizing the vision, mission and strategic plan of BNI and creating a company with good resilience, high competitiveness, and optimal contribution to the economy and able to anticipate business development trends and information technology innovation in the digital era, human resources with integrity, competence, professionalism, and high competitiveness are needed, so that the development of the quality of BNI's human resources becomes a priority;
2. BNI prepares and implements BNI's human resource development program in a planned and sustainable manner, including competency development programs for the Board of Directors (BoD) and Board of Commissioners (BoC) of BNI;
3. Planning and implementation of competency development for the BoD and BoC of BNI are adjusted to the vision, mission, business strategy and needs of the company.

Competency development or training for the BoD and BoC is carried out by considering and based on:

1. OJK Regulation No. 24 of 2022 concerning Development of the Quality of Human Resources of Commercial Banks;
2. BNI's Articles of Association;
3. BNI's corporate plan and business plan documents; and
4. Other external and internal regulations, including but not limited to provisions related to Work Competency Certification in the

Kerja antara lain di bidang manajemen risiko.

B. Program Pengembangan Kompetensi/ Pelatihan

Pengembangan kompetensi/pelatihan yang diberikan kepada Direksi dan Dewan Komisaris merupakan pengembangan kompetensi di bidang teknis, di bidang nonteknis, dan di bidang kepemimpinan, antara lain melalui:

1. Sertifikasi kompetensi kerja berikut program pemeliharaannya;
2. Program *executive education*;
3. Program orientasi dan adaptasi (*onboard*);
4. Program pelatihan/pendidikan dan pengembangan kompetensi lainnya.

C. Penyusunan Rencana Pengembangan Kompetensi

1. Pengembangan kompetensi Direksi dan Dewan Komisaris BNI dilakukan melalui BNI Corporate University, dengan menerapkan prinsip "*Learner as the Center of Learning*" dan seluruh pembelajaran disusun berdasarkan Learning Value Chain yang dimulai dari analisis strategis bisnis perusahaan dan kompetensi Direksi/Dewan Komisaris hingga evaluasi dampak pembelajaran terhadap bisnis.
2. Secara berkala Direktur yang membawahkan fungsi SDM melakukan:
 - a. identifikasi, menyusun dan mengusulkan rencana pengembangan kompetensi/pelatihan Direksi dan Dewan Komisaris kepada Direksi dan Dewan Komisaris.
 - b. evaluasi atas pelaksanaan pengembangan kompetensi/pelatihan Direksi dan Dewan Komisaris.
3. Rencana pengembangan memperhatikan visi, misi dan strategi BNI serta aspirasi dari

banking sector, including in the field of risk management.

B. Competency Development Program

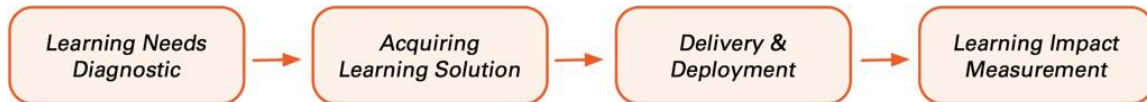
Competency development/training provided to the BoD and BoC is competency development in technical, non-technical, and leadership fields, among others implemented through:

1. Competency certification and its renewal program;
2. Executive education program;
3. Orientation and onboard program;
4. Training/education and other competency development programs.

C. Competency Development Plan

1. Competency development of the BoD and BoC of BNI is carried out through BNI Corporate University, by implementing the principle of "*Learner as the Center of Learning*" and all learning is arranged based on the Learning Value Chain starting from the strategic analysis of the company's business and the competencies of the BoD/BoC to the evaluation of the impact of learning on the business.
2. Periodically, the Director in charge of the Human Resources function carries out:
 - a. identification, preparation and proposal of competency development/training plans for the Board to the BoD and BoC.
 - b. evaluation of the implementation of competency development/training for the BoD and BoC.
3. The development plan considers BNI's vision, mission and strategy as well as the

Competency Development Plan



D. Pelaksanaan Pengembangan/Pelatihan

Pelaksanaan pengembangan kompetensi atau pelatihan Direksi dan Dewan Komisaris dapat dilakukan dengan cara:

1. Dilaksanakan oleh BNI Corporate University dan/atau internal BNI lainnya;
2. Dilaksanakan oleh BNI Corporate University bekerja sama dengan pihak eksternal; dan/atau
3. Mengikutsertakan Direksi atau Dewan Komisaris pada program peningkatan kompetensi kerja yang diselenggarakan oleh pihak lain.

Pelaksanaan program pengembangan kompetensi dapat bertempat di dalam negeri atau luar negeri dan dapat dilakukan secara daring dan/atau luring dalam format pembelajaran klasikal (seperti: kursus/*short-course*, seminar/konferensi, workshop, sharing session, dan sosialisasi) dan format pembelajaran nonklasikal (seperti: studi banding/benchmarking, belajar mandiri (self-study), pelatihan jarak jauh/e-learning, coaching atau mentoring, secondment/penugasan, dsb).

Pelaksanaan pelatihan di luar kota atau luar negeri wajib memperhatikan ketentuan perjalanan dinas yang berlaku.

D. Implementation of Development Programs

The implementation of competency development or training for the Board of Directors and Board of Commissioners can be:

1. Implemented by BNI Corporate University and/or other BNI internal parties;
2. Implemented by BNI Corporate University in collaboration with external parties; and/or
3. Fully organized by other parties, therefore BNI Corporate University registers board members to participate.

The implementation of competency development programs can take place domestically or abroad, and online and/or offline, in classical learning formats (such as: short courses, seminars, conferences, workshops, sharing sessions, and socialization) and non-classical learning formats (such as: comparative studies/benchmarking, self-study, e-learning, coaching or mentoring, secondment/assignments, etc.)

Training outside the city from the head office or abroad must comply with applicable official travel regulations.

E. Evaluasi dan Pencatatan

Perseroan wajib:

1. Mengadministrasikan pelaksanaan program pengembangan kompetensi direksi dan Dewan Komisaris;
2. Membuat laporan realisasi;
3. Membuat evaluasi pelaksanaan pengembangan/pelatihan.

E. Evaluation and Recording

The Company is required to:

1. Administer the implementation of the competency development program for the BoD and BoC;
2. Write a realization report;
3. Evaluate the implementation of the development/training.

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