

BCA Syariah is committed to fostering and enhancing the capabilities and adaptability of its employees in response to new work patterns. The initiatives in digitalization and automation are anticipated to enhance work processes and operational efficiency within the Legal and Human Resources Department (HSD). Furthermore, the recruitment and succession planning efforts will persist as proactive measures to address the demographic structure of the workforce and to groom future leaders. BCA Syariah consistently endeavors to cultivate a conducive and productive work environment to attract new talent and maintain the loyalty of current employees. The processes of leadership regeneration and succession are managed with utmost care to ensure organizational continuity in accordance with corporate values and sound governance practices.

In order to support BCA Syariah in navigating the increasingly competitive landscape during the digital transformation era, enhancing work productivity, preparing reliable human resources, and grooming future leaders, BCA Syariah has formulated policies pertaining to Performance Management, Performance Appraisal, Transfers, Rotations, and Promotions.

Performance Management

Performance Management entails the assessment of Employee and Company performance as a means to ensure the achievement of organizational objectives. It comprises several continuous stages, including:

- *Performance Planning*

Establishing individual targets derived from the Company's Work Program and the Division's Work Program.

- *Coaching*

A critical element of performance management where supervisors and Employees engage in face-to-face communication to facilitate the achievement of targets.

- *Performance Review*

The phase where supervisors evaluate the attainment of targets established during performance planning and assess the performance of team members under their supervision at the end of the period.

Performance Appraisal

For employees evaluated through the Performance Appraisal system, the stages are as follows:

- Coaching
- Performance Appraisal or Evaluation of job competence and cultural behavior.

Employee Transfers

As stipulated in the Collective Labor Agreement, the Company may transfer Employees to different work units to meet Corporate needs, support personal and career development, or provide coaching, while considering job requirements, educational background, and competencies.

Employee transfers include:

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

Rotation

Rotation involves the transfer of Employees to positions within the same echelon group, aligned with their skills and capabilities.

Objectives of Employee Rotation

- To distribute qualified human resources evenly across all Branches/Work Units within the Company, thereby enhancing organizational performance and placing Employees according to their talents and capabilities.
- To fulfill Company needs and support the personal and career development of Employees.
- To enhance the quality of control and supervision in accordance with good corporate governance practices.

Terms and Conditions for Employee Rotation

To ensure the objectivity of the employee rotation process, the following terms and conditions apply:

- A demonstrated need within the Company.
- Support for the personal and career development of Employees.
- Alignment with Employee competencies and qualifications.
- Approval from authorized officials.

Promotion

Promotion entails the transfer of Employees to a higher echelon group.

Terms, Conditions, and Effective Date of Employee Promotion

To maintain the objectivity of the employee promotion process, the following terms, conditions, and effective dates apply:

- A demonstrated need within the Company.
- Support for the personal and career development of Employees.
- Consideration of Employee competence and performance.
- For promotions to echelon S2 and above, there must be more than 1 (one) candidate proposed.
- Approval from authorized officials.
- The effective date of the Employee promotion is the first day of each month.

The outcomes of performance management, performance appraisal, and work experience (including transfers, rotations, promotions, etc.) are utilized to identify candidates prepared for key management positions through a nomination mechanism.