

Human Resources

In 2006, good progress was achieved in each of the four pillars supporting our ongoing efforts to become an employer of choice.

- **Leadership: cultivating committed leaders with a reputation for competence and expertise.**

The core attributes we expect from our leaders have been identified and incorporated into a new Leadership Development curriculum to be launched in 2007. Over the medium term, this new development programme, established in cooperation with INSEAD, will contribute substantially to maintaining a high calibre pool of talent with which we can manage the bank's succession plan.

- **Working Environment: promoting open communication and empowerment of the individual in a dynamic and supportive environment.**

Throughout the year a host of activities was held to cultivate a common spirit and sense of shared fun between Bank Danamon employees. Events ranged from sports fixtures and family gatherings to the "Danamon Idol" dangdut talent competition.

Testament to the positive development in this area were the results of the Danamon Employee Opinion Survey (DEOS).

- **Company Image: being a leading financial institution in Indonesia, managed by professionals using international best practices.**

To consolidate the company's image, presentations were made at Indonesia's leading universities regarding Bank Danamon's position as a leading financial institution, not only to boost Bank Danamon's image among undergraduates and graduates, but to woo fresh talent. More than 2,000 graduates participated in a series of career seminars and campus hiring events held by the bank across Indonesia.

- **Opportunity to Grow: encouraging employees to strive for success in a stimulating environment.**

In 2006, our training courses and workshops, predominantly held at the Danamon Campus in Ciawi, West Java, were attended by as many as 16,073 participants resulting in a total of 67,017 man days of tuition.

Training is primarily conducted by internal instructors, and we currently have more than 380 senior officers actively facilitating tuition.

We continued to implement our Commercial and SME Management Trainee programme, and launched new sector-specific programmes for the card business, operations-transactions sector, and a Management Associate Programme for Corporate Banking, Treasury, and Risk.







The 2006 Danamon Employee Opinion Survey (DEOS)

Results from our second DEOS indicate that we are making steady progress. Three indices under the headings Commitment, Alignment, and Enablement were used to assess the bank's performance against a wide peer group. ↴

Under **commitment**, employees were asked about their feelings towards the bank as an employer: whether they were proud to work in Bank Danamon, whether they planned to make Bank Danamon their long term career and how satisfied they felt. The results showed that 60% of participating employees responded favourably to questions of commitment – an improvement of 1% from 2005, and a result 3% higher than the Indonesia benchmark. The result for Asia stood at 64%. A response of favourable means the respondent either agreed or strongly agreed with the statement.

Under **alignment**, employees answered questions about their understanding of the bank's strategic goals, the availability of internal information, and their understanding of where their role was within the Bank Danamon world. In this area we netted the most impressive results: 77% of respondents were favourable, which marked a 2% increase from 2005, and stood 7% higher than Indonesia norms and 9% higher than Asia norms.

Under **enablement**, employees responded to questions regarding the availability of internal support, training and resources. As with the alignment index, Bank Danamon scored higher than Indonesia and Asia norms: 61% of employees responded favourably to enablement questions, a result 10% higher than 2005, 5% higher than Indonesia norms and 8% higher than Asia norms.

Corporate values

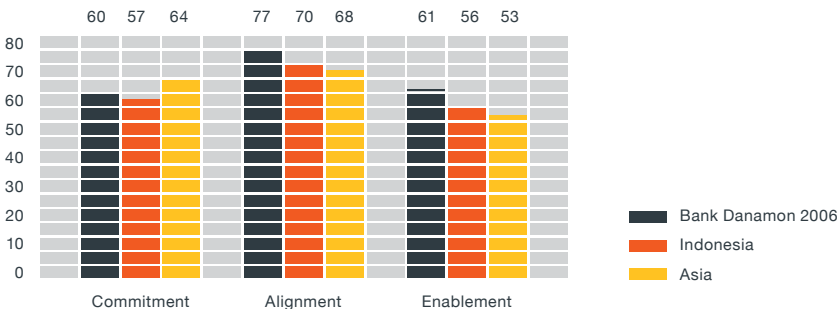
A common set of corporate values has been developed as an essential element to differentiate the bank in a highly competitive market. Senior management spent time in 2006 traveling to different regions of the bank to communicate these values.

In 2006, to perpetuate corporate values, an internal role model programme promoted the real-life stories of our employees living Bank Danamon values. These stories not only provide inspiration for other employees, but acted as a platform of recognition for the employees profiled.

Caring is integral to our corporate values; in line with this we supplied aid to those employees who lost their



Employee Survey Result in 2006
In %



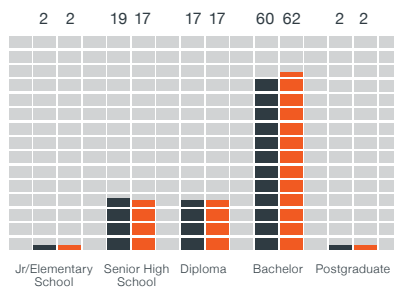


belongings in the tsunami in Aceh and the earthquake in Yogyakarta. We replaced 16 houses in Aceh for employees, and assisted 81 employees rebuild their houses in Yogyakarta; the total value of donations was Rp 2,152 million. Other assistance given in 2006 included the provision of 181 scholarships for the children of our lower grade employees.

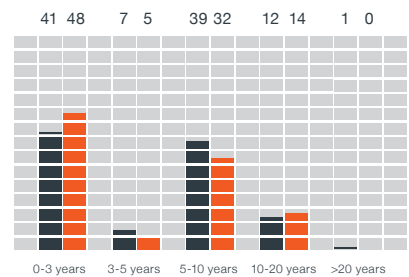
Recruitment

To meet the demands of Bank Danamon's growing businesses, 4,067 new employees were hired in 2006. The total number of employees including our subsidiaries was 31,227 which placed Bank Danamon as the number two largest employer in the financial sector in Indonesia.

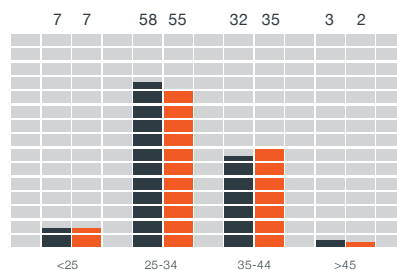
Number of employees by level of education
In %



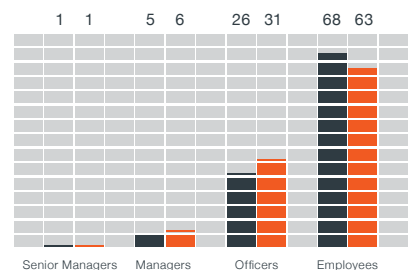
Number of employees by years of service
In %



Number of employees by age group
In %



Number of employees by grade
In %



■ 2005
■ 2006