

Promoted Employee based on Region and Gender

Region	2020		2019		2018	
	Male	Female	Male	Female	Male	Female
Head office	433	495	406	464	348	352
Branches and regional Offices	581	1,318	748	1,566	609	1,207
Total based on gender	1,014	1,813	1,154	2,030	957	1,559
Total overall	2,827		3,184		2,516	

Employee Engagement

BCA has developed a positive work culture within its internal teams through its Team Engagement (TE) program. To understand the results of this program, we measure the level of employee engagement. In collaboration with Gallup, BCA measures employee engagement every two years through surveys of all permanent employees and Bakti interns who have worked for one year in BCA. Due to the COVID-19 pandemic, no surveys were conducted in 2020. The last survey was conducted in 2018, with a value of 4.73 on a scale of 5.

“ONE BCA: One Goal, One Soul, One Joy” as the spirit of cooperation within a team. This tagline continues to be socialized to reduce silos between work units so that all employees collaborate and work together to achieve common goals.”



Employee Competency Development

The Learning & Development Division develops training material and tools for all employees. The training materials are delivered through video learning, video conferencing, e-learning, gamification and micro learning. HR development is not only carried out through training, but also through on the job training, tutoring, rotation, coaching, and mentoring. The materials not only cover the banking industry, but also soft skills such as leadership, personality development, and communication. [\[404-2\]](#)

E-learning is become one of our solution and strategy to pursue a continuous learning. In 2020, there are 311,735 e-learning user with 180 modules.

Training Realization [\[404-1\]](#)

Description	2020	2019	2018
Training Expenses (Rp Million)	208,954	395,659	273,279
Participants (People)	39,237	67,548	60,448
Males	14,685	25,666	23,514
Females	24,552	41,882	36,934
Total training hours per year	976,700	1,660,212	1,275,086
Males	357,582	618,064	477,422
Females	619,118	1,042,147	797,664
Average training hours per employee per year	39.7	67.0	51.1
Males	37.5	63.7	48.4
Females	41.1	69.1	52.9