



One Stop Employee Experience

SMM Employee Engagement Strategy

SMM Webinar, June 29, 2020



“Good-to-Great Corporate Transformations”

There was no miracle moment.

Instead, a down-to-earth, pragmatic, committed-to-excellence process—a framework—kept each company, its leaders, and its people on track for the long haul.

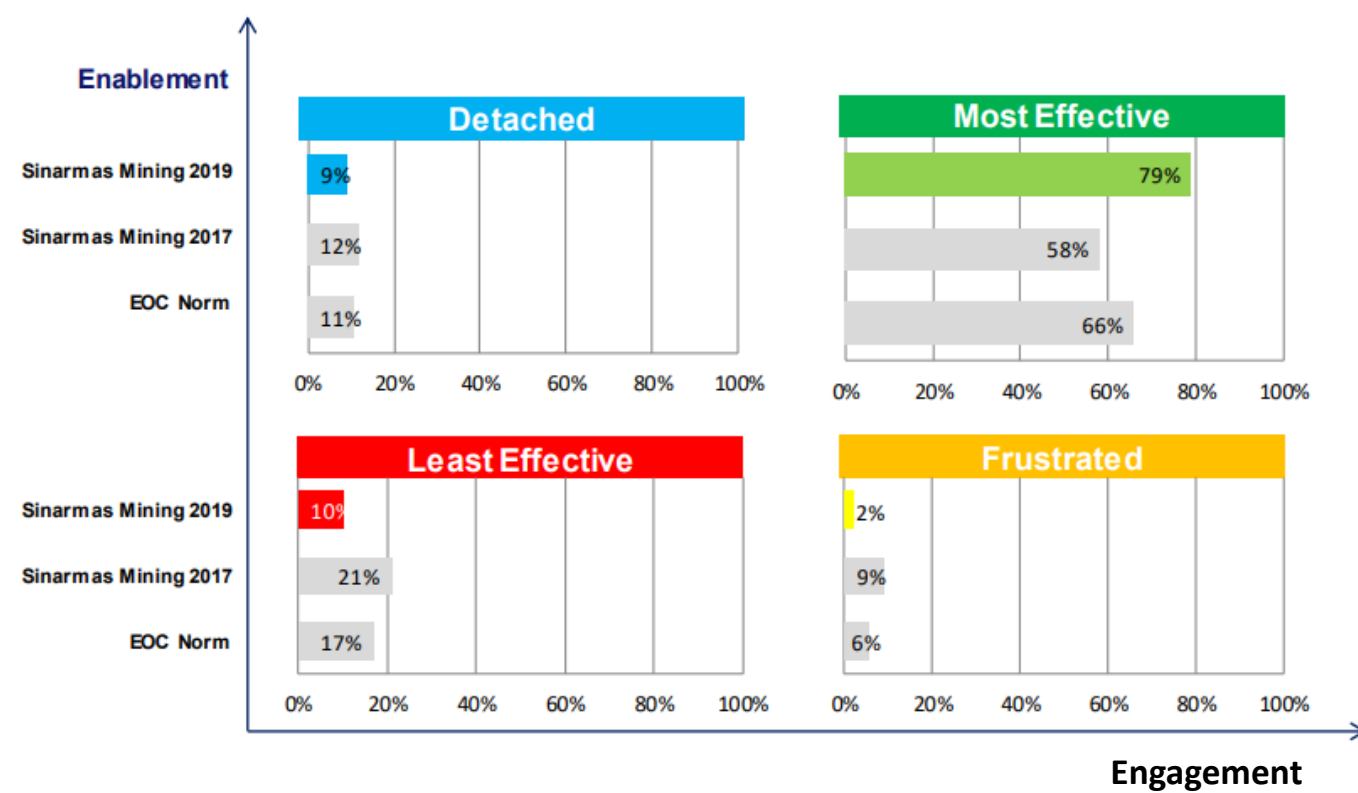
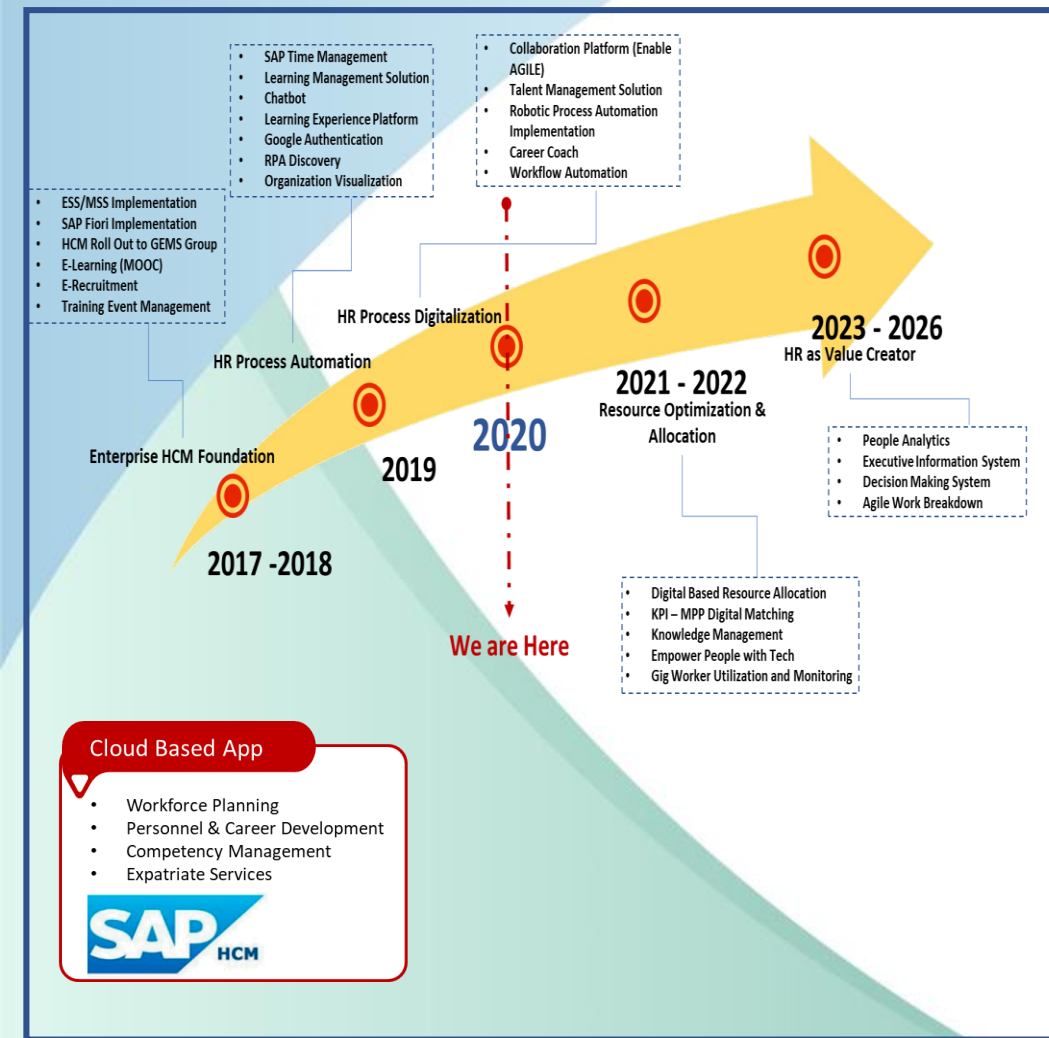
“JIM COLLINS”



- **SMM Working Ecosystems**
- **Employee Value Proposition (EVP)**
- **Modern-Way** of employee engagement

SMM Road Map journey to become great place to work

Source: Indonesia Employer of Choice Award 2019



Digital Solution Built in 2017 – 2018 act as **foundation Employee Effectiveness** for future innovation optimized in 2019 onwards. Balancing 2 dimension, **Engagement** which focus on Clear & Promising Direction, Confidence in Leaders , Respect & Recognition, and **Enablement** which focus on Authority & Empowerment, Performance Management, Resources, Work, Structure & Process

Creating an Engaged Ecosystem in The Workplace

Sinarmas Mining has created a **dynamic, agile and adaptive working ecosystem** that enables its employees to stay **productive and continue delivering their tasks and responsibilities**



Employee's wellbeing programs that create **wellness, togetherness, & happiness** through family and or employee:

- Employee & Family Gathering
- led Celebration & Christmast Gathering
- Townhall & Leader quarterly workshop
- Share and Learn

We supports the employee community club based on hobbies, such as futsal, basket, soccer

Embrace technology to support **Operational Excellence** and increase Employee to **human experience**

Considering cloud as a:

- Foundation and exploring innovative new platform
- Automation
- AI – Based tools to complement core system

- Super Job
- Mobilizing internal resources
- Finding people in alternative workforce
- Strategically leveraging technology to augment sourcing and boost recruiting productivity
- Global Talent mobility
- Skill Gap Matrix

- Being open to change and accomodating wider range of worforce
- Offering different technological solutions and platforms, to be able expanding from employee to human experience
- Flexible working conditions
- Workplace design embraces the open communication and collaboration among employees to have a sharing knowledge & fun working experience with strong appeal towards enviromental and social achievement

- Short and longtime Incentive
- Flexible Benefit
- Variable Bonus
- Variable project incentive
- Recognize
- Health Insurance & Medical benefit for employee and spouse
- Global Tech Company Visit & Benchmark

Help the communities to increase their **quality of life** in four areas, which are education, health, economic and social

- Vocational university and schools
- School of coding (Enigma) and Sosmed school
- Collaborate with international university (MIT, Harvard etc)
- Visit School & Tech University
- ECDP Project assigment

Intensive Engagements & Virtual Events Development



Townhall



Community



Buka Bersama



Christmas Eve



Gathering

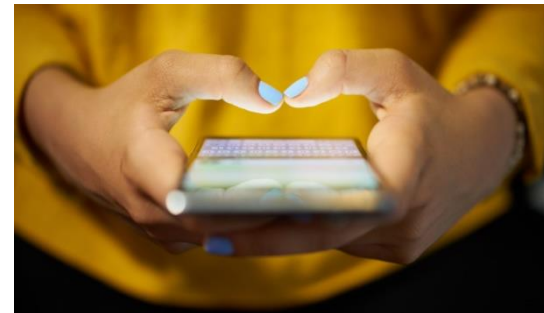


Tech Magic!

All-out updates about COVID-19



Conduct more socmed activities



Virtual engagement event



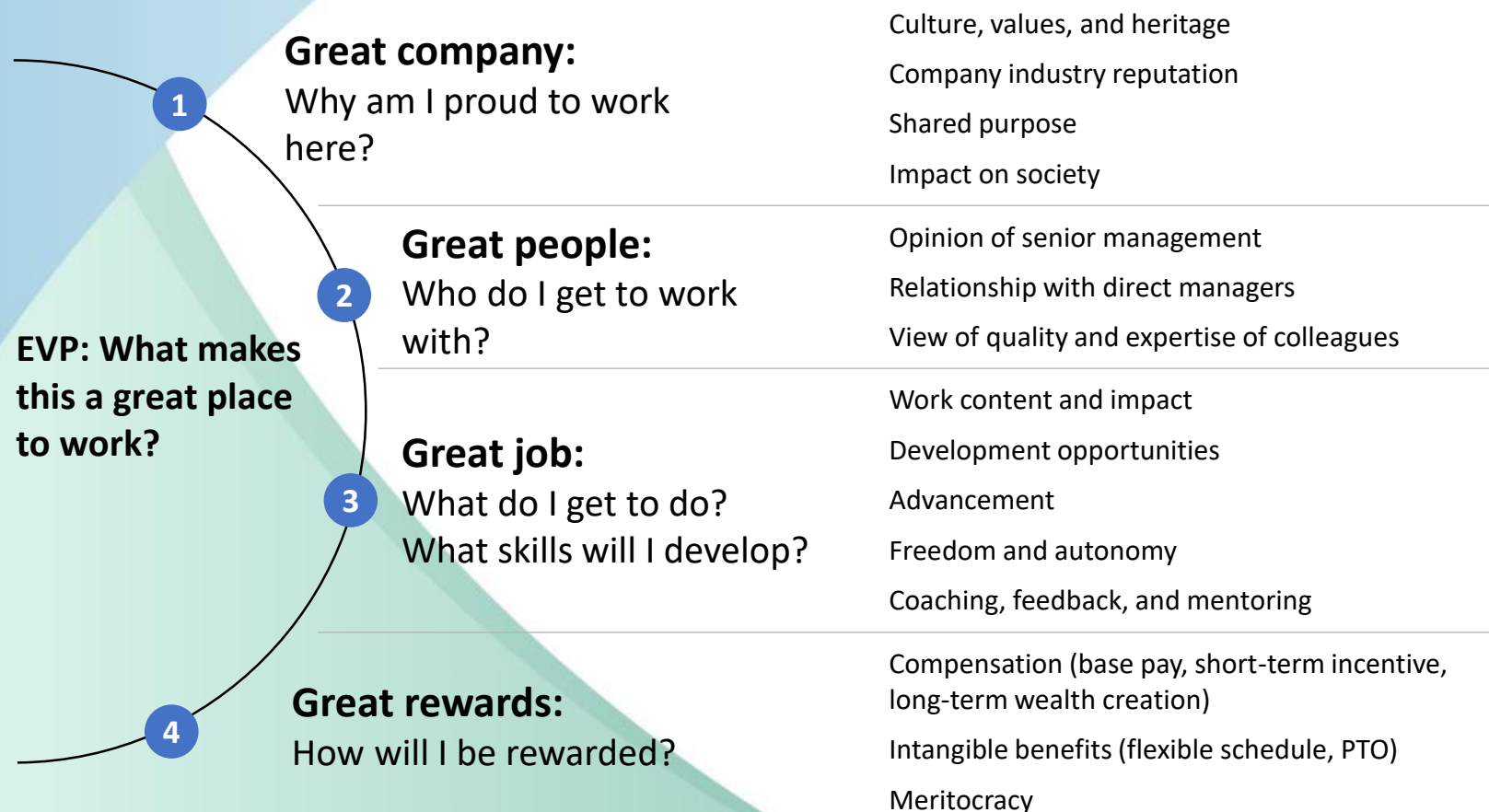
Produce more videos



- **SMM Working Ecosystems**
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Employee Value Proposition is “Secret Sauce” For Attracting & Retaining Talent

EVP is the answer to the question: “Why would a talented person choose to work at your company instead of a competitor?”



At SMM,

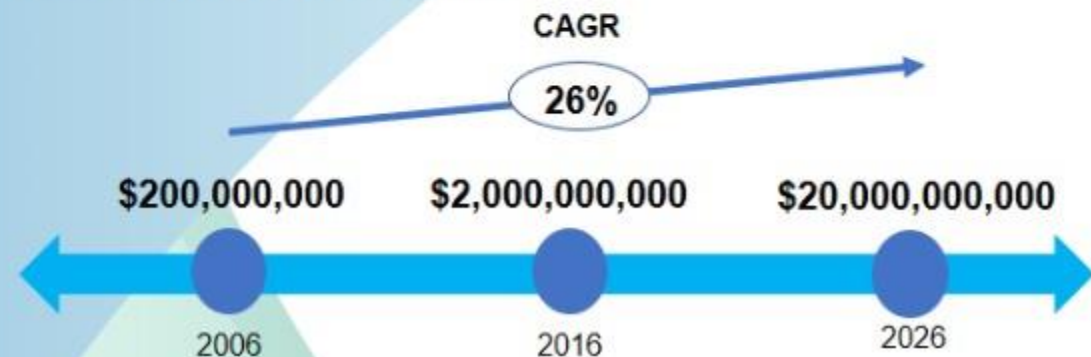
*We don't just focus on creating shareholder value – we make **meaningful impact** to the society and believe in doing business for good.*

*We don't just hire employees – we recognise potential and invest in **creating leaders**.*

*We don't just embrace technology – we lead **technology innovation** to shape the future.*

Great Company: Exponential business growth to achieve \$ 20 billion in 2026

*The company's performance



**We have grown 10x in 10 years and aim to grow another 10x*

Our Company at a Glance



~60 Companies



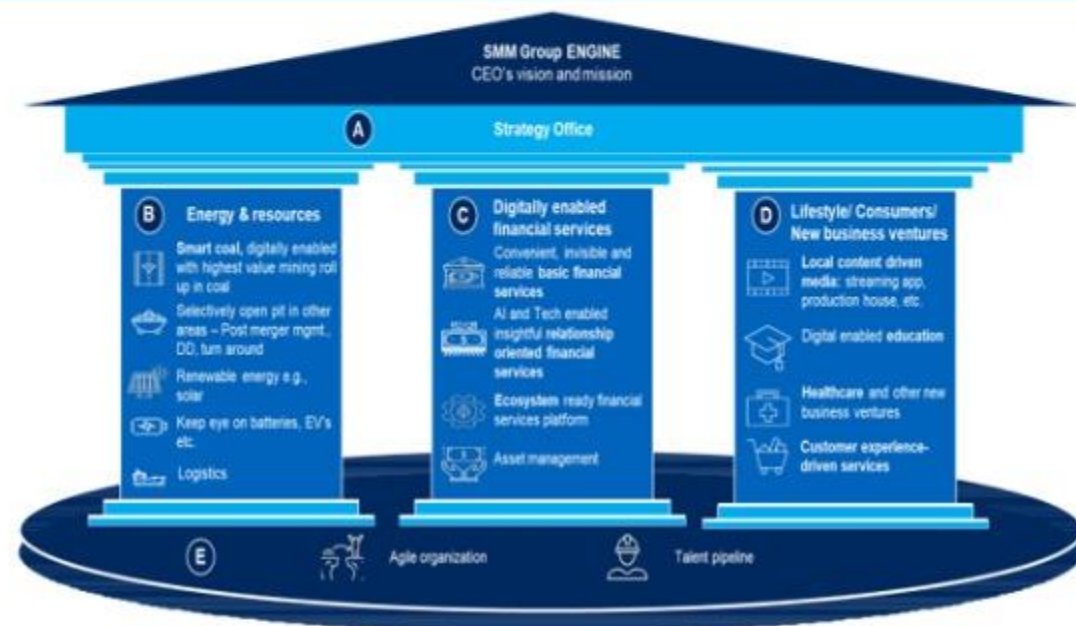
~40,000 employee



~8 Sites Location in Indonesia & Overseas



~ Organic & in-organic growth
(i.e. renewable; investment/ M&A)



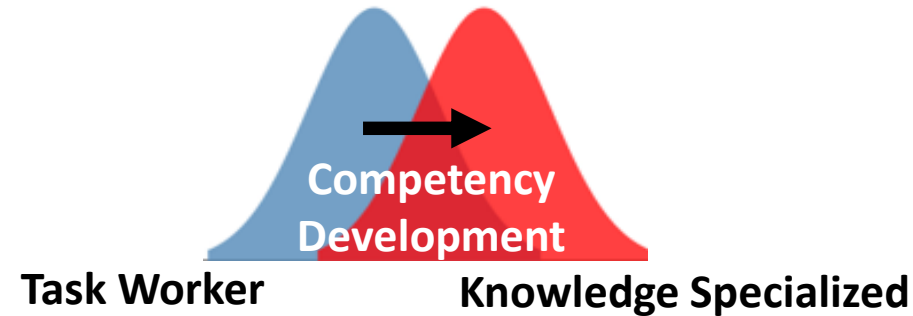
BUSINESS OBJECTIVE

Grow Business Assets to be \$20 Billion within next 6 years (2026)



SMM Group's vision is to enable an engine to achieve market leader position

Citius – Altius – Fortius :
Faster – Higher – Stronger



The Right People
300 CXO

- Winning Spirit**
- Bounce Back**
- Potential**

LEVERS



Headcount Monitoring

- Fulfilment Review, hiring Up
- Job & Workload Analysis
- Internal Movement Optimization



Workforce Strategy

- Wider career opportunities
- Squad and Agile team
- Super job



Lean & Productive Workforce

- Business Process Reengineering & Optimization
- Optimum manpower ratios
- KPI - Individual to Business Alignment. Coaching for Performance



Scaling Employee Capability

- Certification 5 Pillars & Development Program
- Managing Skill & Competencies
- Continuous Improvement culture



Digital Transformation

- Robotic Process Automation
- Analytics and Business Insights
- Technology Enablers & Artificial Intelligence

In the next few quarters continue our focus on some of our existing high priority projects :

Scalability of digital transformation initiative and how it fits into a larger plan + Further develop as part of the firms strategy.



Alternate Workforce (Resource reallocation)

- Drive towards cross skilled agile workforce (increase fungibility)
- Transition towards contract, freelance employment models to supplement / replace full-time roles
- Re-assess and Reallocate organizational capability in terms of capacity and abilities
- Continue to align with Best In Class Partners
- Continue to enhance some generalist skills like Project & Program management, for increasing agility



Superjob/ Highly skilled jobs

- Current landscape of new domain skills, AI, cognitive technologies and process automation, role design must evolve to be digital, multi-disciplinary, data- and information-driven
- Hyper-personalised learning pathway for expedited execution of agile workforce. Spotmentoring
- Leverage technology to augment sourcing and boost recruiting productivity

Work Initiated

Key partners actively involved in our digital transformation initiatives

- **KPISOFT** – (Performance Management, Learning Platform, Rewards & Gamification, Payroll & Comben and Career Management).
- **McKinsey & PWC** – Business & Strategic Planning and Execution support)
- **Mercer, Egon Zender** – People and Change Management
- **Wharton, MIT, Ross, SMU** – Technology and Leadership
- **Harvard, MIT** – Education Learning
- **Apple, Google** – coding school

Great Reward: The best compensation and benefit package in the market

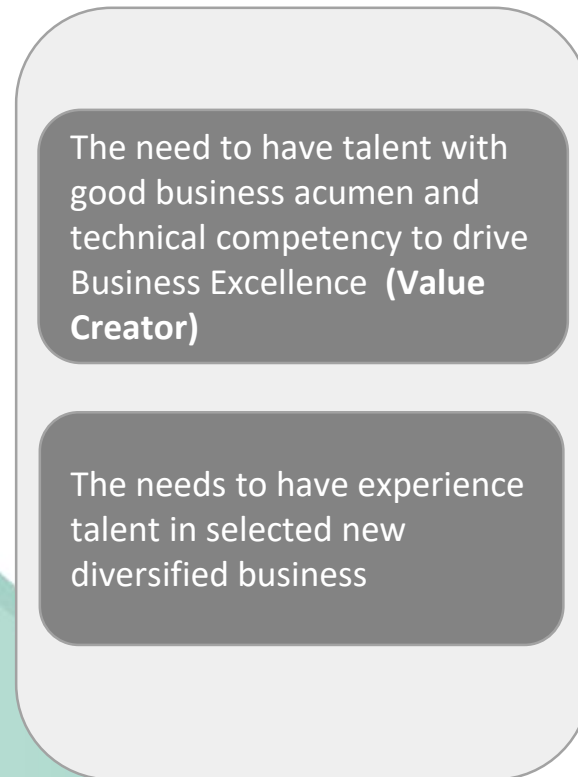
Personalise rewards & align to evolving business strategy

Our benefits are group corporate business and SMM VC company across Indonesia and Asia Pacific region by comparing the tangible benefits with our competitors, one of our advantages for the employees that they can receive in more than **90% percentile annually**.

Business Strategy



Talent Strategy



Reward Strategy

May differ.. Depend on the **business model**



- **Differentiate** Scheme for **Value Creator**
- Concentrate to **key Talent**
- Compensation to the **success of specific project**: Spot rewards, Career moves as rewards.
- Reward for high-demand skill (**business - critical role**)
- Reward a culture of **innovation and learning**
- **ESOP, MESOP, Grant Phantom Stocks, Shares**
- Leverage LTIs to focus on the future:
 - Deferred Cash bonus
 - Stock Options

- SMM Working Ecosystems
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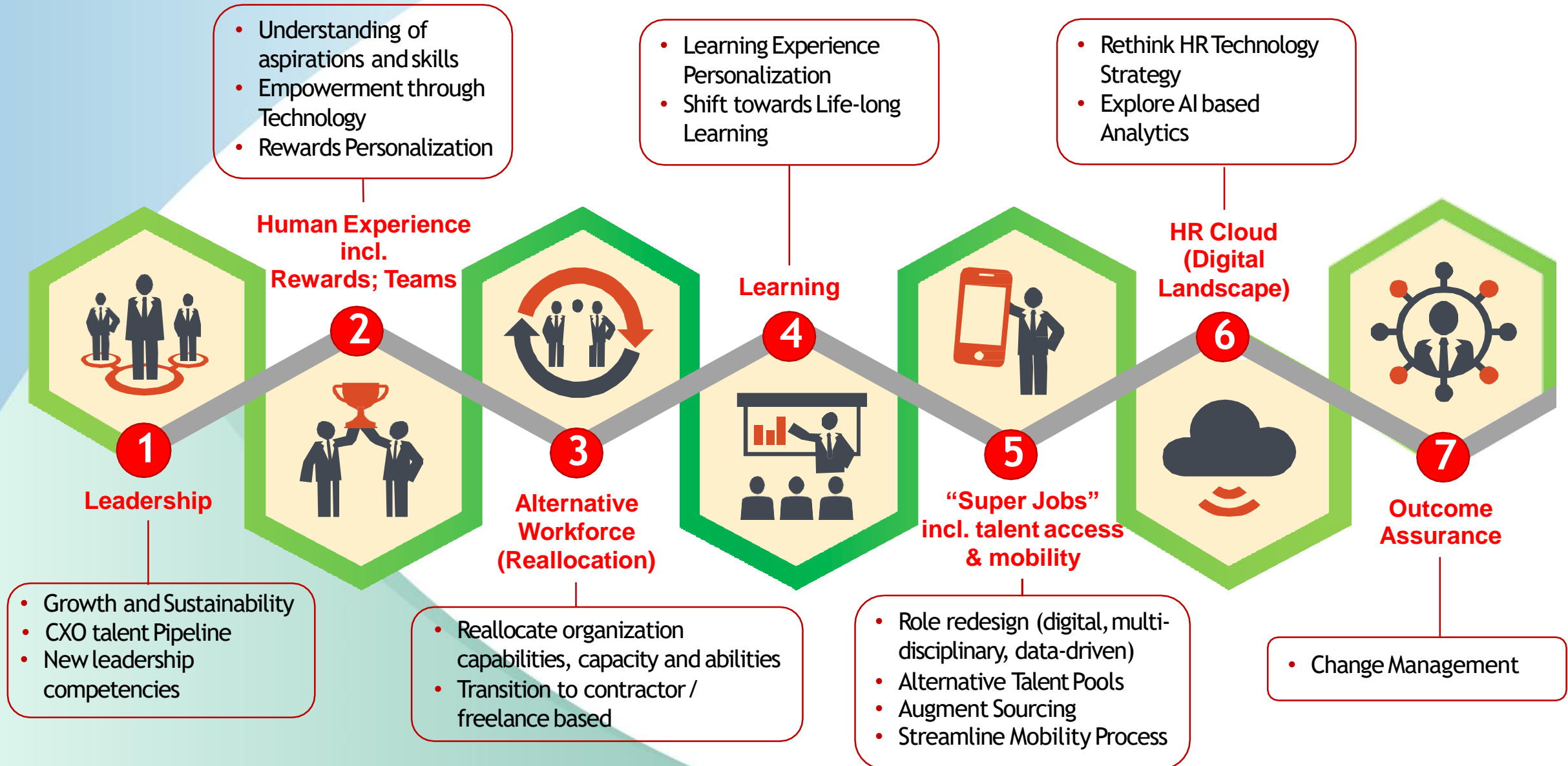
From Traditional to Modern Way of Employee Engagement



Traditional		Modern
In class training	People Development	Digital learning platform Active, Social Learning
Passive interaction HR to Employee	Employee Relation	Employee & HR collaboration, Portal
Information via email	Communication	HR Business Platform, Integrated Social media channel
Common physical activities	Corporate Events	Various employee activities, Virtual
Multi platforms employee services	Platform	Integrated platform Employee Experience
Traditional process from analog to digital	Process	RPA, game changer with AI and VR/AR

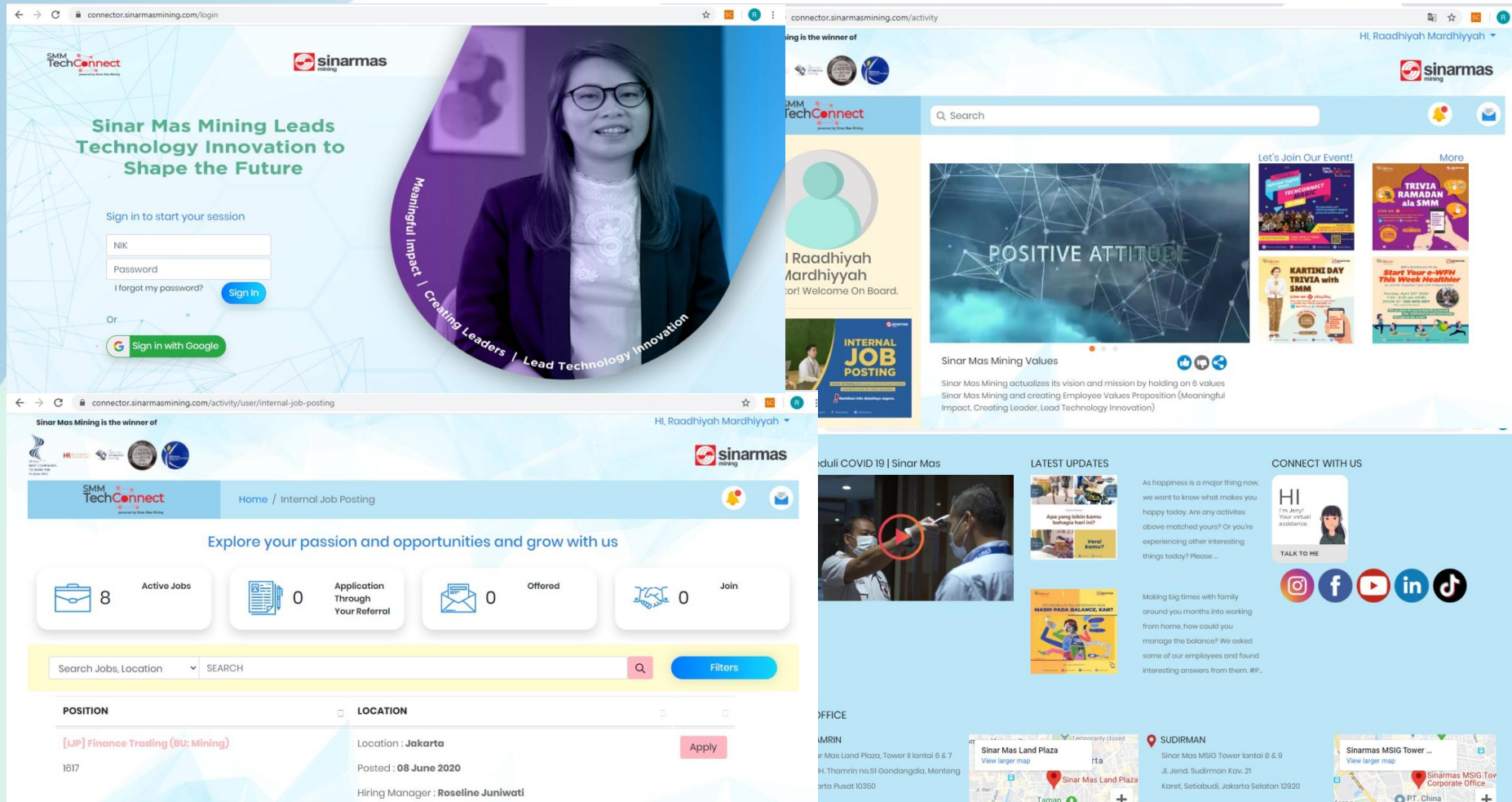
Stimulate employees' enthusiasm for their work and direct it toward organizational success.

SMM HR Cloud Milestones - From Transformation to Re-formation



HR Portal As One Stop Employee Services

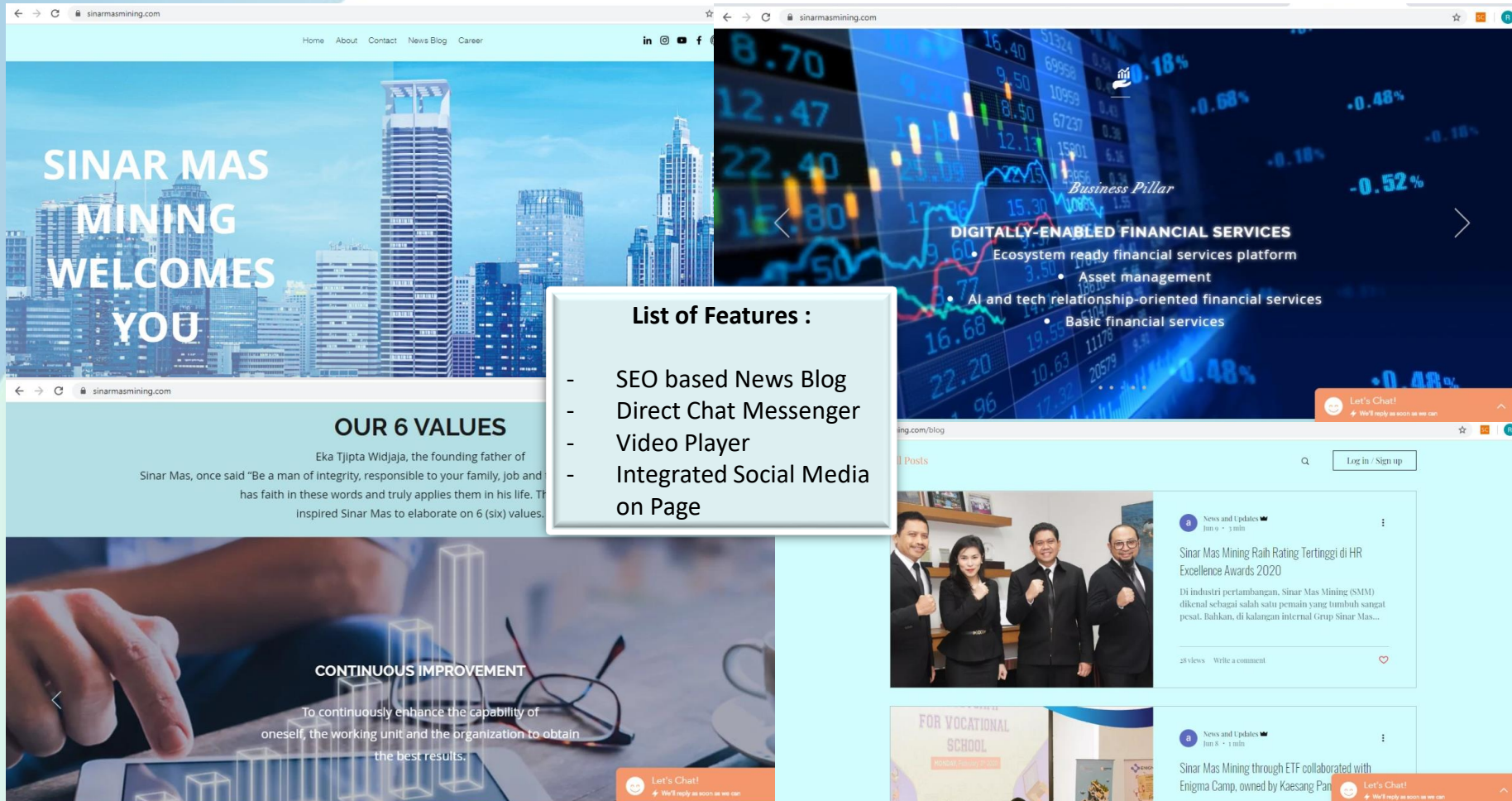
Our journey since 2017 (HCM foundation) till 2020 (HR Process Digitalization)



- List of Features :**
- Internal Job Posting
 - HR Digital Integration
 - Connector News
 - Employee Data Updated
 - Event Information
 - Company Policy
 - Social Media Integration

Company Web As A Window for External to Explore SMM Corporate Culture

Interactive employee engagement, solution and feedback mechanism through social media platforms



- List of Features :**
- SEO based News Blog
 - Direct Chat Messenger
 - Video Player
 - Integrated Social Media on Page

Achievements

2020

- Best winner creating talent from within awards by NBA and Swa
- SWA HR Excellence In Employer Branding
- Nomination of Best HR Best Leader – HR Fest Awards 2020
- Recognition for Sustainability Business Award – Global Initiative

2019

- Indonesia Employer of Choice Award 2019 (Korn Ferry & SWA)
- HR Excellence In Employer Branding (Gold Trophy)
- HR Excellence in Innovation (Silver Trophy)
- HR Excellence in Change Management (Silver Trophy)
- HR Excellence in Leadership Development (Bronze Trophy)
- Indonesia Best Employer Brand Awards 2019
- HR Asia Best Companies To Work For In Asia - Indonesia Edition
- SWA Indonesia HR Excellence Award 2019 for HR Technology
- SWA Indonesia Best companies in creating leaders 2019
- Fellow Membership from Royal Institute of Human Resource

2018

- CHRO Series Indonesia – HRM Asia
- Global HR Technology Forum – McKinsey Singapore



Thank you

