

## WELL-BEING

To ensure the well-being of its employees, Bank Mandiri enrolls them in the BPJS Employment program, encompassing pension guarantee, old-age security, work accident insurance, death insurance, and job loss guarantee. Moreover, the Bank offers additional health benefits for employees exceeding the government-mandated requirements.



### Appreciation and Compensation

All Mandiri employees are entitled to wages, benefits, and rewards based on fair and transparent performance assessments. Bank Mandiri ensures to fulfill the rights of all Mandiri employees to wages in accordance with applicable laws. The bank does not differentiate wages between male and female employees. The bank is committed to following government regulations regarding the Regional Minimum Wage in each of its operational locations, including providing additional allowances in certain areas.

To ensure well-being and a decent standard of living, the standard wage for entry-level employees is set at 0.05% higher than the highest Regional Minimum Wage in Indonesia and applies nationally to all of Bank Mandiri's operational locations in Indonesia. The ratio of the highest Regional Minimum Wage in Indonesia to the standard wage for entry-level employees is 1:1.

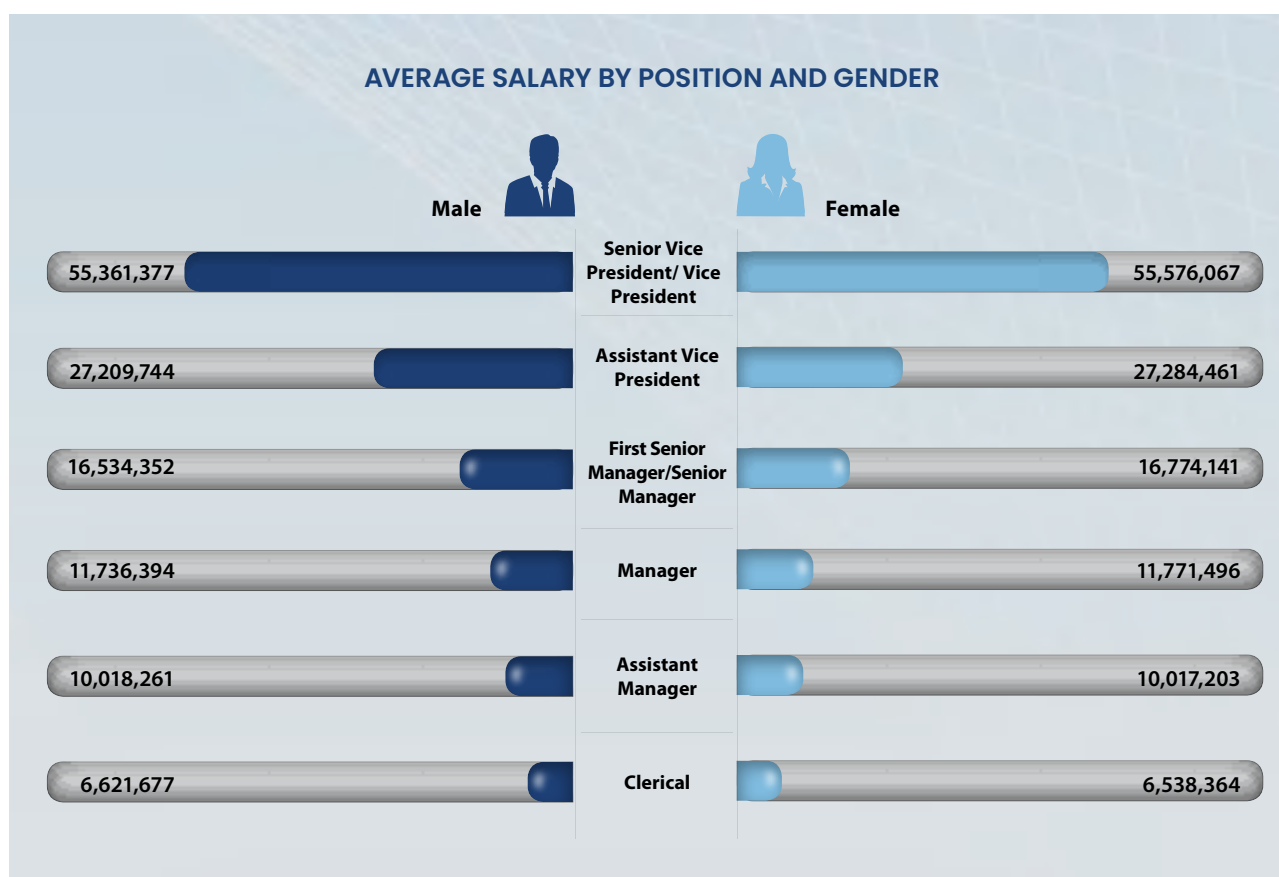
The bank's competitive remuneration strategy aims to attract the best talent, foster employee engagement, and enhance productivity in alignment with the bank's growth objectives. Bank Mandiri offers competitive remuneration to its employees based on their employment status, whether permanent or on contract, and tailored to the specific nature of their roles.

In addition to salary-based remuneration, Bank Mandiri also offers welfare benefits to assist employees in their respective roles and positions. These benefits include holiday allowances, leave allowances, specific position allowances, location-based allowances, and compensation for contract employees.

Furthermore, additional benefits are extended to both permanent and contract employees, in compliance with government regulations, as well as the following:

**EMPLOYEE BENEFITS** [GRI 401-2]

Types of Remuneration	Program	Permanent Employees	Contract Employees
Life Insurance	BPJS Health, BPJS Employment, Grief Compensation	Yes	Yes
Disability and Incapacity Benefits	BPJS Health Mandiri Inhealth	Yes	Yes
Parental Leave	Maternity leave Paternity leave	Yes	Yes



## Parental Leave

Bank Mandiri provides maternity leave entitlement to female employees in accordance with government regulations, and allows these employees to return to work after the leave period ends. Additionally, the bank also provides paternity leave entitlement to male employees, allowing them to accompany their wives during

childbirth for a longer duration than required by the government.

In 2023, 1,030 female employees took maternity leave, while 603 male employees took leave to accompany their wives during childbirth. All of these employees, 100% in total, returned to work after the conclusion of their respective leave periods. [GRI 401-3]

## WORK-LIFE BALANCE AND WELL-BEING



Bank Mandiri places a high priority on maintaining a healthy balance between the productivity of its employees and their personal well-being. The bank takes a holistic approach to health and well-being, considering physical, mental, and financial aspects, as well as the work environment.

At Bank Mandiri, well-being is seen as a shared responsibility (co-creation), with Human Capital, leaders, and employees all playing a role in creating a healthy and supportive work environment.

To promote and educate employees about the significance of sustainability in physical and mental health, financial literacy, and overall well-being in the workplace, Bank Mandiri consistently organizes seminars featuring experts in these fields. In 2023, a total of 16 educational programs, including seminars, webinars, and podcasts, were conducted, with participation from all employees, both in-person and virtually.



Furthermore, Bank Mandiri also provides facilities and infrastructure related to health and well-being, including:



1. Online psychological counseling services.
2. Lactation room.
3. Fitness Center Mandiri Club at the main office site.
4. Clubs or sports communities for employees, such as basketball, badminton, cycling, running, and others.
5. Health clinic facilities, complete with equipment and medical personnel ready to serve at the main office site.

Bank Mandiri is committed to continuously improving policies and well-being programs.



Bank Mandiri Sports and Arts Week (PORSENI Bank Mandiri) 2023



Mini Medical Check-Up for those under 40



ABC Podcast (Asiknya Bahas Culture) featuring speakers from internal and external sources



Mandiri Club for sports and arts activities



Mandiri Silver Carnival 2023 (Employee Gathering)



Mandiri Best Employee (MBE) Immersion Learning Class of 2023



Seminar on Physical & Psychological Well-Being: Emotional & Physical Well-being Lead to Productive & Meaningful Work



Seminar *Financial Well-Being Frugal Livin' for Better Financial Well-Being*

## RETIREMENT PROGRAM

Bank Mandiri appreciates all Mandiri employees who have committed themselves to growing alongside the bank. As a token of appreciation, Bank Mandiri offers a range of benefits and retirement programs to safeguard the well-being of Mandiri employees during their retirement, in line with their employment agreements. The Retirement Fund Program is administered through the Employer Pension Fund (DPPK), comprising two distinct programs: the Defined Contribution Pension Program and the Defined Benefit Pension Program.

Furthermore, the bank prioritizes the well-being of Mandiri employees approaching retirement age through the Mandiri Health Care Cooperative. This cooperative offers support, benefits, and healthcare services, with a membership fee of 2% of the employees' contributions and 3% of Bank Mandiri's contributions.

In 2023, Bank Mandiri held training for employees who are about to enter retirement, attended by 417 participants.

## EMPLOYEE STOCK OWNERSHIP PROGRAM

As an extension of the previously distributed Employee Stock Ownership Program (ESOP) and Management Stock Ownership Program (MSOP), Bank Mandiri implemented a comparable program from 2015 to 2023 for its employees and management, featuring predetermined grant and vesting requirements.

The Management Stock Ownership Program (MSOP) takes the form of Long Term Incentive (LTI) shares, granted to the Board of Directors and Non-Independent Board of Commissioners. This is aimed at motivating them to enhance future performance and to reward their efforts in sustaining and/or enhancing the long-term value of the shares. LTI shares were granted from 2022 to 2023, with each vesting period lasting three years.

Bank Mandiri also has an Employee Stock Ownership Program (ESOP) to enhance the sense of belonging and motivate employees to make long-term contributions. ESOP is granted to certain job grades and levels that meet the criteria approved by management, including individual performance, talent classification, and employee track record. From 2015 to 2023, Bank Mandiri distributed a total of 96,003,800 shares with vesting periods ranging from three to five years.

Bank Mandiri will implement a similar stock ownership program for employees and management in the following years.

## FREEDOM OF ASSOCIATION

Bank Mandiri respects the right of its employees to form and actively participate in labor unions. Currently, the bank has the Bank Mandiri Employees Union (SPBM) with 13,724 members.

In collaboration with SPBM, the bank has established a Collective Labor Agreement (CLA) outlining the rights, obligations, and work regulations binding for both the employer and

the employees. The CLA applies to all (100%) Bank Mandiri employees, including permanent and contract employees. Bank Mandiri and SPBM signed a new CLA on December 5, 2023, which is effective until 2025. The new CLA came into effect on December 15, 2023.

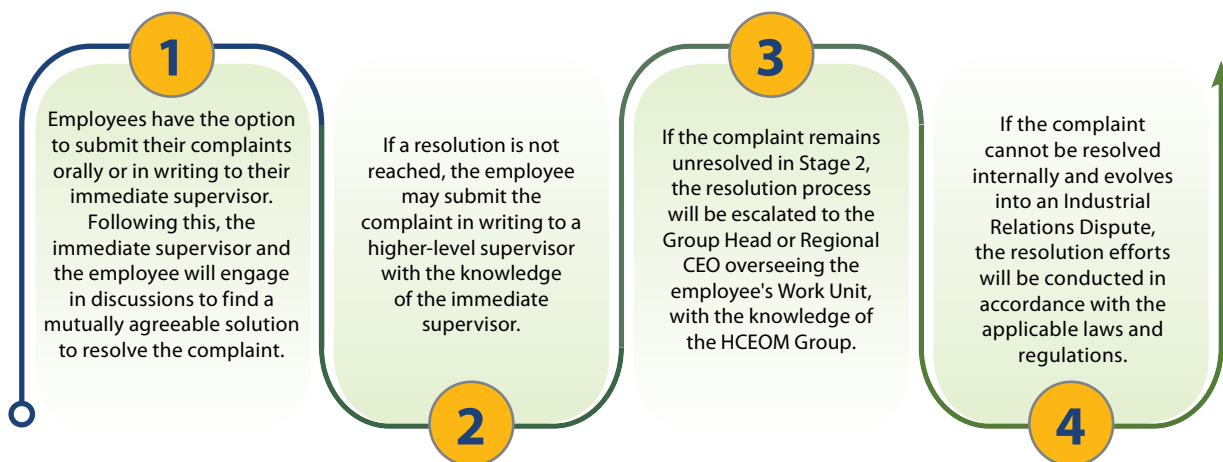
## FORMAL EMPLOYEE GRIEVANCE

Bank Mandiri has established a mechanism for its employees to voice their grievances concerning the bank's employee management practices and industrial relations implementation. The bank ensures the confidentiality of the reporter's identity. All reports received will be handled in accordance with existing

procedures, and if violations are substantiated, the reported party will be sanctioned in line with the applicable policy.

The resolution of grievances for each stage will not exceed 30 calendar days and can be submitted orally or in writing in accordance with the agreed CLA.

### THE MECHANISM FOR EMPLOYEE COMPLAINT SUBMISSION



## DIVERSITY

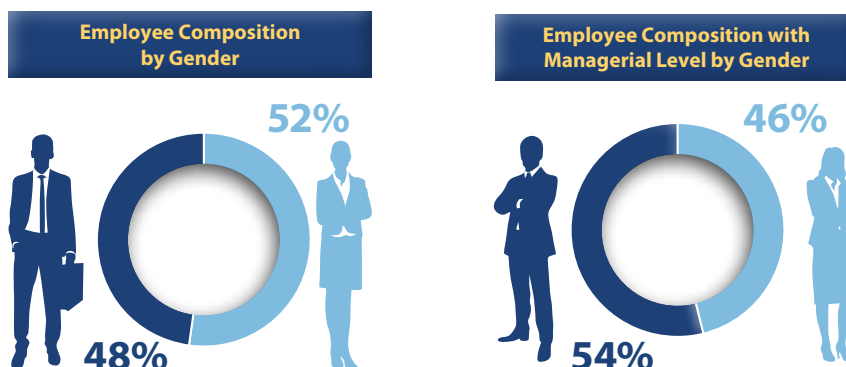
At Bank Mandiri, all individuals have an equal opportunity to advance their career, irrespective of gender, ethnicity, religion, or any other factors. The bank embraces and appreciates the diverse creativity that arises from the various backgrounds of its employees.

Bank Mandiri is committed to establishing a workplace that is free from discrimination, violence, and harassment, with the aim of fostering a more inclusive and productive environment for Mandirians and promoting the bank's business sustainability. To uphold this commitment, the bank has formulated a Respectful

Workplace Policy (RWP), which aims to cultivate a safe and comfortable work environment centered on mutual respect and dignity, devoid of negative behaviors such as discrimination, exclusion, bullying, harassment, and various other forms of physical and mental violence.

The implementation of RWP at Bank Mandiri is monitored and supervised by the Board of Commissioners as part of the supervisory function of the Board of Commissioners, reported periodically (every semester) to the Minister of State-Owned Enterprises.

### DIVERSITY PERCENTAGE



## SRIKANDI MANDIRI



Bank Mandiri always strives to be the right workplace for Mandirians, particularly women. Bank Mandiri provides broad opportunities for women to pursue a career with the bank. Currently, 52% of Bank Mandiri's total employees are women, with 46% of them serving in top-level management positions.

The cultivation of female talent at Bank Mandiri is achieved through the Srikandi Mandiri program. In 2023, the program comprised two initiatives: Woman Leadership and Woman in Society. Woman Leadership encompasses "Women Talk," an in-person talk show event featuring inspirational stories from prominent female leaders, and "Women Empowerment," a mentoring program designed for female employees (L3 and L4) led by Mandiri Leaders (L2, L3+, and L3). This program aimed to foster a supportive community, offer career sponsorship opportunities, and facilitate the exchange of practical and implicit knowledge between mentors and mentees.

The Woman in Society program, on the other hand, involved the Women Entrepreneurship Workshop, a collaborative effort between Srikandi Mandiri and Rumah BUMN. This

workshop aimed to inspire women to maximize resources for entrepreneurship, especially for retirement planning, introduce digital solutions to enhance employee businesses, and offer Bank Mandiri products that can bolster employee enterprises. Furthermore, special events were organized for Mother's Day, including SME training and Livin' Merchant activities centered around the theme of the Role of Mothers in the Digital Era.

In addition to the development program, Srikandi Mandiri also implemented two programs to support the well-being of women during their careers at Bank Mandiri. These programs included the Respectful Workplace & Policy Campaign and Counseling Session. The Respectful Workplace & Policy Campaign aimed to raise awareness about respectful workplace issues through Bank Mandiri's internal digital communication channels and the social media platform Instagram. The Counseling Session program collaborated with professional psychologists to help female employees address emotional, mental health, and physical well-being issues.

# Health and Safety in the Workplace



To mitigate operational risks due to climate change, Bank Mandiri is committed to creating a healthy and safe working environment in accordance with Occupational Health and Safety (OHS) standards for its employees, customers, and other parties within the bank's operational settings. In relation to the mitigation of operational risks, Bank Mandiri has implemented several procedures to prepare for emergency conditions, such as Business Continuity Management (BCM), Emergency Response Plan, Disaster Recovery Plan, and Crisis Management Plan.

The BCM is responsible for developing a Business Continuity Plan strategy, actively interacting with independent institutions to analyze the climate, identifying early action plans for climate change, and socializing these plans to all employees to ensure the continuity of business operations. Bank Mandiri provides various facilities and infrastructure for emergency conditions, such as first aid kits, fire extinguishers (APAR), hydrants, sprinklers, and others. The bank conducts routine inspections of these facilities to ensure their proper functioning. Various facilities essential

for smooth operations, including elevators, room temperature control machines, and others, undergo regular inspections and maintenance. Additionally, Bank Mandiri has data centers in multiple locations to minimize customer inconvenience during transactions and to safeguard against the risk of data loss resulting from climate change.

To create a safe and comfortable workplace while achieving zero accidents, Bank Mandiri implements various occupational health and safety programs, such as:

- Providing information on handling emergency situations to employees, guests, and the Building Emergency Response Team through the installation of emergency evacuation instruction posters for fire/earthquake, broadcasting emergency procedure videos on internal television media, safety briefings before events, and socializing the functions and roles of the emergency response team conducted annually with speakers from the Fire Department;



- Conducting emergency response readiness training for building occupants, Floor Wardens (Building Emergency Response Team), and the Emergency Response Team (ERT), including fire extinguisher training, first responder training (search and rescue), and terrorist/bomb threat security training conducted at least once a year;
- Conducting emergency evacuation simulations for building fires and other disasters, such as earthquakes, to measure the readiness of the Emergency Response Team and the duration of evacuation from the building location to the assembly point. These simulations are conducted annually and attended by the Fire Department and the Police.

To support the health of Mandiri employees, Bank Mandiri provides:

1. Health facilities for Mandiri employees and their registered family members, in accordance with the government-provided health insurance program, BPJS Health;
2. Social security and social protection in accordance with the government program through BPJS Employment;
3. Health facilities for Mandiri employees and their registered family members, in cooperation with Mandiri Inhealth Health

Insurance, covering inpatient care, outpatient care, maternity care, dental care, general check-ups, eyeglasses, and special health insurance;

4. Health insurance program for Mandiri employees who have entered the retirement period;
5. Health clinic facilities within the work unit environment (Plaza Mandiri, Menara Mandiri, Wisma Mandiri, and Graha Mandiri);
6. Life protection in the form of life insurance for Mandiri employees and their registered family members, in cooperation with Mandiri Inhealth Life Insurance.

Bank Mandiri effectively communicates the features, benefits, and usage process of its health facilities, including health insurance and psychological services, to employees through regular familiarization events. This information is also readily accessible to all employees via Bank Mandiri's employee channels, Mandiri CLICK, in the form of booklets and electronic banners. Furthermore, the bank actively promotes health among its employees through various media and activities, often featuring renowned experts in the field.

Occupational Health and Safety (OHS) training activities and emergency response simulations conducted by Bank Mandiri in 2023 include:

### OHS TRAINING



**OHS TRAINING PROGRAM 2023**

Including Training and Competency Testing for SAR (Search and Rescue) in Building Collapse, Building Risk Assessment Training, Facility and Infrastructure Readiness Training in Disaster Response and its standards, and Disturbance Handling Preparedness Training.



**4**  
Training  
Titles



**412**  
Training  
Participants

### EMERGENCY RESPONSE SIMULATIONS

Name of Program	Place	Date
Fire Training and Evacuation	Sentra Mandiri Building	September 14 and 19, 2023
Earthquake Disaster Preparedness Drills	Sentra Mandiri Building	August 3, 2023
Fire Emergency Response Simulation	Wisma Mandiri Building	November 2, 2023
Building Evacuation Drill	Plaza Mandiri Building	November 10, 2023
Fire Emergency Response Simulation	Menara Mandiri Bekasi	August 23, 2023
Emergency Response Simulation	Sentra Rempoa Building	October 2, 2023

