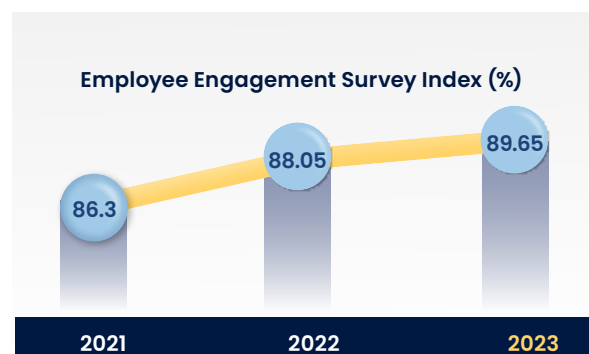


EMPLOYEE ENGAGEMENT SURVEY

To measure the level of comfort and satisfaction of Mandiri employees towards the Bank, leadership, career development opportunities, relationships & communication, and benefits & compensation, Bank Mandiri regularly conducts an Employee Engagement Survey at the end of the current year. The survey is conducted in collaboration with independent consultants with relevant expertise.

The Bank conducted an employee engagement survey for 28,415 employees in December 2023, yielding a score of 89.65%, marking an increase from the 2022 score of 88.06%.



EMPLOYEE TURNOVER

High employee turnover is one of the challenges faced by the banking industry. In 2023, 2,048 employees resigned for

various reasons, such as the end of their tenure, pursuing further education, or other external factors.

EMPLOYEE TURNOVER

Description	2023		2022		2021	
	Male (People)	Female (People)	Male (People)	Female (People)	Male (People)	Female (People)
By age						
• <30 years	181	265	185	231	139	284
• 30-54 years	387	629	469	529	538	546
• >54 years	429	157	313	113	359	132
Turnover rate (%)	5.26		4.82		5.28	

The turnover at Bank Mandiri demonstrates its commitment to developing talent capabilities and becoming a talent factory for Indonesia. This is evidenced by the mandate given to Bank Mandiri employees to be appointed leaders in various institutions, including ministries, state-owned enterprises, and private companies. In 2023, 48 active Bank Mandiri employees were appointed leaders in government institutions, ministries, and state-owned enterprises.

In addition to its current employees, Bank Mandiri's dedication to becoming a talent factory for Indonesia is also demonstrated

through its numerous alums. Currently, 159 Bank Mandiri alums are appointed officials in various government institutions, ministries, state-owned enterprises, regional-owned enterprises, and private companies.

In line with its development program, Bank Mandiri also consistently creates a good working environment, with a welfare scheme through competitive rewards and compensation, work-life balance and well-being, employee rights fulfillment, competency development programs, and fair career development opportunities for all its employees.