

## Employee Engagement

In efforts to foster an inclusive and productive work environment, Bank Mandiri regularly conducts an Employee Engagement Survey at the end of the current year as part of its commitment to consistently evaluating employee well-being across all organizational levels. Through the Employee Engagement Survey (EES), Bank Mandiri assesses various aspects contributing to employee well-being and work experience, such as engagement, job satisfaction, work goals and happiness, stress levels, and employee loyalty scores (Employee Net Promoter Score or eNPS), which gauges the likelihood of employees recommending Bank Mandiri as an employer based on their experiences.

In 2024, Bank Mandiri's employee engagement score reached 89.93%, reflecting an increase from the previous year's score of 89.65%. This annual survey had a participation rate of 80.81%. This increase reflects Bank Mandiri's consistent efforts to improve the employee experience by actively listening to feedback and taking meaningful actions. Additionally, Bank Mandiri consistently recognizes and appreciates employee contributions, which

serve as a vital foundation for building strong engagement.

Employee survey also plays an important role in creating job satisfaction at Bank Mandiri. The indicator of this success is reflected in the voluntary turnover rate, which reached 2.63% or a total of 1,024 employees in 2024, a decrease of 2% compared to the previous year, which was recorded at 2.68% or a total of 1,044 employees. This achievement highlights Bank Mandiri's ongoing commitment to retaining employees and maintaining strong retention rates compared to industry standards. [\[GRI 401-1\]](#)

To further enhance employee retention, Bank Mandiri has implemented strategic initiatives such as career development programs, competitive compensation, an inclusive work environment, and support for work-life balance.

The turnover data for Bank Mandiri employees in 2024 can be found in the table below:

Voluntary Turnover Rate		Category	2024 (%)
Total voluntary turnover rate			2.63
Gender	Male		1.05
	Female		1.59
Age	<30		0.82
	30-50		1.64
	>50		0.18
Position	Top Management		0.01
	Middle Management		0.05
	Junior Management		0.96
	Non-Management		1.62

Turnover Rate		Category	2024 (%)
Total turnover rate			6.06
Gender	Male		2.82
	Female		3.24
Age	<30		1.16
	30-50		3.01
	>50		1.89
Position	Top Management		0.06
	Middle Management		0.23
	Junior Management		1.90
	Non-Management		3.86