

### HC4U Service

Bank Mandiri provides dedicated channels for employees to report grievances or issues related to work, personal matters, or family concerns. This service includes multiple reporting channels, such as a Call Center, Email, Walk-in Center, and Chat, enabling employees to submit reports easily while ensuring confidentiality. All reports are followed up by the unit responsible for the Engagement & Outsource Management function. In addition, Bank Mandiri has policies for assistance and counseling for victims of violations, including human rights violations, harassment, discrimination, violence, bullying, or other forms of misconduct. These services include psychological and financial counseling provided by professional third-party consultants.

Victims or reporters receive assistance from a senior employee or a qualified psychologist appointed by Bank Mandiri, who provides moral support, safeguards their rights, and assists throughout the handling, protection, and recovery processes.

### Whistle Blowing System

Bank Mandiri has a Whistleblowing System that enables both employees (internal parties) and third parties (external parties) to report indications of misconduct. Reports may be submitted through the Whistleblowing System – Letter to CEO (WBS-LTC), which is accessible via the website, email, PO Box mail, as well as SMS/WhatsApp. All reports received are managed by an independent third party to ensure the confidentiality of the whistleblower's identity.

## Employee Engagement

To ensure the quality of an inclusive and productive working environment, Bank Mandiri conducts an annual Employee Engagement Survey at the end of each year. This activity forms part of the Company's commitment to monitoring and evaluating employee well-being across all levels of the organization. Through the Employee Engagement Survey (EES), Bank Mandiri assesses various aspects that contribute to employee well-being and the overall employee experience, including engagement, job satisfaction, purpose and happiness at work, stress levels, and employee loyalty as measured by the Employee Net Promoter Score (eNPS), which reflects the extent to which employees would recommend Bank Mandiri as a place to work based on their experiences.

In 2025, Bank Mandiri's employee engagement score reached 90.48%, exceeding the target set, which was higher than 89.93% (referring to the 2024 Employee Engagement Survey score). This achievement was supported by a participation rate of 89.01% of the total number of employees, reflecting the high level of employee engagement in the survey process and a shared commitment to building a productive and sustainable work environment. The increase in the engagement score reflects

Bank Mandiri's efforts to enhance the employee experience. These efforts included actively listening to employee feedback, implementing measurable follow-up actions, and transparently communicating progress.

In addition, Bank Mandiri recognized and appreciated employee contributions, which formed an important foundation in building strong and sustainable employee engagement. The survey also plays an important role in fostering job satisfaction at Bank Mandiri. The success of this is reflected in the voluntary employee turnover rate of 3.53%, in 2025. This achievement demonstrates Bank Mandiri's ongoing commitment to employee retention and its ability to maintain positive retention levels compared with peers in the same industry. [\[GRI 401-1\]](#)

To maintain employee retention, Bank Mandiri has a range of strategic initiatives, including career development programs, competitive compensation, the provision of an inclusive work environment, and support for work-life balance. More comprehensive data on employee turnover at Bank Mandiri in 2025 is presented in the sustainability performance data table.