

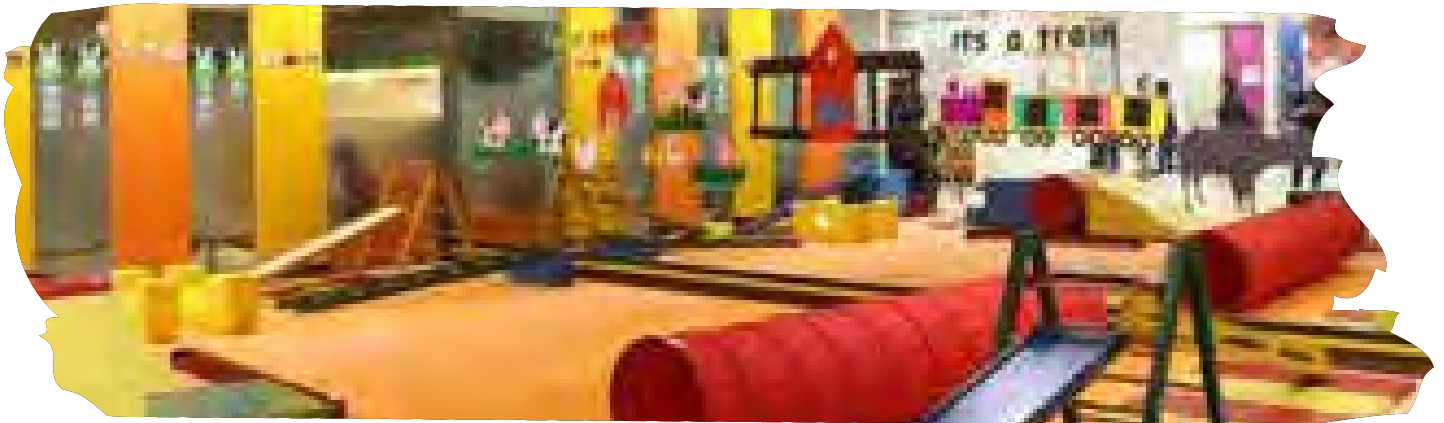
Employees' Well-Being Activity

The welfare of all employees has always been a matter of great concern to Bank Mandiri. This is done so that synergies between employees and Bank Mandiri are always established to create optimal work productivity. Employee welfare improvement programs are provided by Bank Mandiri in both material and non-material forms.

Material programs are welfare programs that are directly related to employee performance and compensation can be given in the form of transportation money, food allowances, pensions, holiday allowances, office fees, bonuses, education fees, medical expenses, official clothing, leave, and death money. While programs that are non-material are employee welfare programs through the provision of facilities and services to all employees of Bank Mandiri without discrimination.

Some of Bank Mandiri's non-material welfare programs that have been running to date include the provision of special lactation rooms for breastfeeding female employees and facilities for employees who already have children in the form of daycare called Mandiri Day Care which is located at Plaza Mandiri Basement 1 with operating hours 07.30-17.30 WIB and open every working day. In addition to these two things, Bank Mandiri also routinely carries out activities aimed at maintaining employee engagement levels, including Happy Hours, Family Gathering and other staffing activities.

To create an atmosphere that makes the employees happy and productive Bank Mandiri uses the smell of the place approach. This approach aims to establish good communication and relations among the employees whether in the daily work activities or in other gathering events. More than half of the Bank Mandiri employees are millennials; therefore Bank Mandiri provides various modern facilities and workspace that fits the millennial's taste. Furthermore, Bank Mandiri provides various training, coaching, and educations through cooperation with various best campuses both at home and abroad to improve its employee's competence. Bank Mandiri also provides various appreciation programs for the employees including salary, bonuses, and various other benefits facilities as well as special appreciation programs such as Mandiri Best Employee, Mandiri Employee Award and National Frontliner Championship.



Freedom of Association

Bank Mandiri seeks to always perform work practices to accommodate employees' rights, which, among others, is to establish Labor Union. Union of Bank Mandiri Employees (SPBM) was established as one of the main methods in achieving a congenial, harmonious, secure, and dynamic industrial relation to guarantee assurance of rights and obligations of the employees or corporate management, composure during work, improvement of employees' well-being, and business performance of the company.

SPBM was established in 2000 and is registered in the Department of Manpower and Transmigration of the Republic of Indonesia No. KEP.804/M/BW/2000 and recorded in the same Department under No. 45/V/P/V/2001. SPBM is located in a head office in Plaza Mandiri 12nd Floor, Jalan Jend. Gatot Soebroto Lot 36-38, Jakarta Selatan. SPBM and Bank Mandiri entered into PKB for the 7th time. This time it is for the 2017-2019 term and has been registered and validated by the Ministry of Manpower under the Decision Number KEP.198/PHIJSK.PK/PKB/XII/2017 dated December 11, 2017.

Retirement Training

In addition to training for active employees, Bank Mandiri also provides training specifically for employees nearing their retirement period, called Pre-Retirement Training. The training is aimed at developing the employees' mental and skills and encouraging them to remain productive in their retirement days. In 2018 alone, this training was conducted in 24 batches, with a total of 369 participants and cost of IDR9,57 billion. To achieve the aims, the training was conducted for 5 (five) days which describes, among others, financial and psychological preparation for employees to retire.

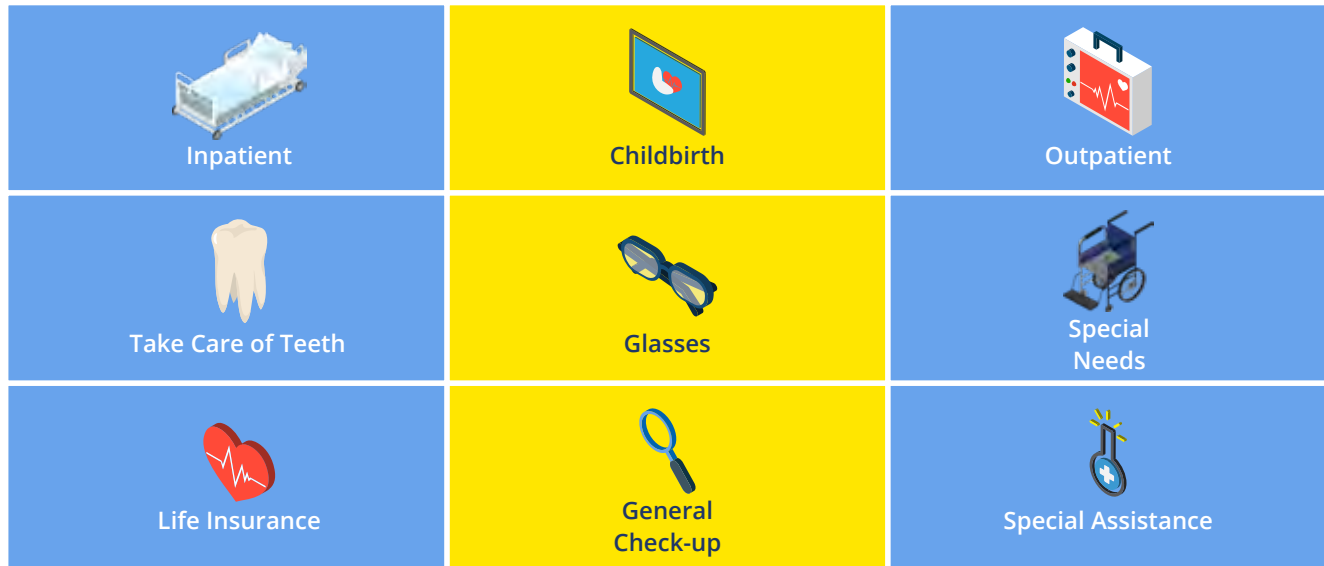
Provision of Healthcare Facility

Health is crucial for every one. Each individual is expected to maintain his health by living a healthy lifestyle as early as possible. In that case, Bank Mandiri plays a role in maintaining the employees' health by providing health care facility for the employees and their family members. Bank Mandiri continuously reviewed the benefit of health care facility to improve the well-being of the employees.

Improvement of health care facility is performed by reflecting on the study of benchmark result in several banks and availability of health care budget (Bank capability). This improvement is aimed at aligning the health care facility for Bank Mandiri employees with market trend, as well as managing it to be more effective and simpler to be reviewed in order to enhance the employees' well-being and to maintain competitiveness.

Mandiri Club Fitness

Bank Mandiri provides sport facilities called Mandiri Club Fitness to help maintain the health of all employees. Mandiri Club Fitness was established in 2003 on the initiative of some employees who love to exercise. In recent years, this club is managed by Lifecoach with an experience to manage and provide fitness instructor. Available classes include spinning, zumba, yoga, circuit training, weight training, and ladies training. In addition to fitness, this club also facilitates other types of sport, such as basketball, pencak silat, dancing, and others. Sport facility enables the employees to have fitter body, which, in turn, will increase their productivity.



BPJS Insurance

Bank Mandiri also facilitates health care allowance in the form of BPJS (Social Security Administrative Body) insurance. Payment of Health care BPJS in 2018 was IDR140,7 billion.

Work Safety Activities

Bank Mandiri already has PTO ERP as a guideline/guide in maintaining the safety and life safety of all employees in the Bank Mandiri work environment. This is the Company's effort to always create a decent and safe work environment for all employees.

In the meant PTO ERP, it is more focused on the readiness of equipment and facilities for building safety, readiness to implement human life rescue, and training for employees and the ERP team. Throughout 2018, several activities carried out by the Company related to work safety were as follows:

1. Conduct inspection/checking of building fire protection equipment regularly to ensure that fire equipment can function properly. Checking for Light Fire Extinguishers (APAR) is carried out by the Security Officer every 1 (one) month while the inspection of the Systematic Fire Extinguishers (APAT) and Fire Alarms

is carried out by the building manager in collaboration with the Fire Extinguisher Service which is conducted every 1 (one) once a year.

2. Along with planning consultants, conduct standardization of specifications, placement of building safety devices, and evacuation routes, included in the standard guidebook for renovating office buildings, that are prepared and reviewed every 1 (once) or as needed.
3. Submitting emergency information to Employees, Guests and Building Emergency Response Teams through the installation of posters of fire/earthquake emergency evacuation instructions, performing of emergency procedures videos on internal television media, safety briefings before conducting events and socializing the functions and roles of emergency response teams once every 1 (one) year by inviting speakers from the Fire Department.

Details on the implementation of employee safety related activities can be seen in the following table:

Type of Activity	Target of Activities	Participants
Emergency Information Dissemination	Once a year	Employees appointed as emergency response teams
Emergency Evacuation Simulation	Once a year	All employees/teams and residents of other buildings
Fire Fighting Exercise	Once a year	Employees appointed as emergency response teams
The exercise of the Emergency Response Team	Once a year	Emergency Response Team (ERT)

Bank Mandiri also routinely conducts Dissemination on Building Emergency both at the Head Office and at the Regional, Area and Branch Offices. Details on the implementation of Information Dissemination on Building Emergency activities can be seen in the following table.

Table of Implementation of Information Dissemination on Building Emergency

Office Building Location	Information Dissemination Material	Execution time	Participants
Head Office			
1. Plaza Mandiri	Fire Safety Management	October 31, 2018	Employee Representatives at Plaza Mandiri
2. Menara Mandiri Jakarta	Information dissemination on structure fire	December 15, 2018	All Residents of Menara Mandiri Building
3. Sentra Mandiri	Simulation and Exercise on Handling of Structure Fire	November 23, 2018	The Team for PKL (street vendors) and Employee Representatives at Sentra Mandiri
4. Wisma Mandiri II	Simulation and information dissemination on Fire Disaster Emergency Response	March 13, 2018	Employee Representatives at Wisma Mandiri
Office of Region, Area, Branch			
1. Region II/ Sumatera 2	Evacuation training at Menara-Mandiri Building Palembang 2018	September 19, 2018	All employees at the Menara Mandiri Building in Palembang
2. Region III / Jakarta 1	Information dissemination on Earthquake	October 15, 2018	Employee Representative of Region III / Jakarta 1
3. Jakarta City Area	Information dissemination of the use of APAR	August 27, 2018	Employee Representative of Jakarta Kota Area

4. Conducting emergency response preparedness training for building occupants, Building Emergency Response Teams and ERP Teams including fire suppression training, basic life-assistance training (P3K), first responder training (search and rescue) conducted at least once a year.

Details on the implementation of employee safety related activities can be seen in the following table:

Table of Implementation of Training for the Emergency Response Team

Types of Training	Location/Building	Execution time	Participants
Fire Fighting Exercise	Plaza Mandiri	November 18, 2018,	Employee Representatives at Plaza Mandiri
Fire Fighting Exercise	Menara Mandiri	December 15, 2018	All Residents of Menara Mandiri Building
Simulation and Exercise on Handling of Structure Fire	Sentra Mandiri	October 19, 2018	Employee Representatives Sentra Mandiri Building
Use of APAR (Fire Extinguisher)	Gedung Menara Mandiri Palembang	September 19, 2018	All employees at the Menara Mandiri Building in Palembang
Fire Fighting Exercise	Area Tebet Supomo	October 16, 2018	All-Area residents of Tebet Supomo

5. Conduct building fire emergency evacuation simulations to building occupants to measure the readiness of the Emergency Response Team and measure the time of evacuation from the location of the building to the gathering point. The simulation is carried out every 1 (one) year which is also attended by the Fire Department.

Bank Mandiri also routinely conducts Building Fire Emergency Evacuation Simulations at the Head Office and at the Regional, Area and Branch Offices. Details on the implementation of Building Fire Emergency Evacuation Simulation activities can be seen in the following table:

Execution Table of Emergency Evacuation Simulation on Structure Fire

Office Building Location		Execution time	Participants
Head Office			
1.	Plaza Mandiri	December 22, 2018	Employee Representatives at Plaza Mandiri
2.	Menara Mandiri Jakarta	December 15, 2018	All Residents of Menara Mandiri Building
3.	Sentra Mandiri	November 23, 2018,	Employee Representatives at Sentra Mandiri
4.	Wisma Mandiri II	December 17, 2018	Employee Representatives at Wisma Mandiri
Office of Region, Area, Branch			
1.	Region II/Sumatera 2	September 19, 2018	All employees at the Menara Mandiri Building in Palembang
2.	Daan Mogot Area	January 15, 2018	Daan Mogot Area employee
3.	South Pluit Area	October 19, 2018	South Pluit Area employee

In addition to implementing the ERP Procedure on a regular basis, Bank Mandiri also includes all of its employees as participants in Social Security (Jamsostek) through Employment BPJS. The BPJS Employment program that was followed included the Old Age Insurance Program (JHT), Work Accident Insurance Program (JKK) and the Death Assurance Program (JK). Whereas for employees who carry out the activities of Escort Transport of Money and Valuables, Life Insurance is carried out.

Payment of BPJS Employment contribution for Old Age Guarantee, Death Guarantee, Work Accident Guarantee and Pension Guarantee of IDR377 billion. Meanwhile, BPJS Health payments amounted to IDR140,7 billion.

Complaint Channel

As a company that always strives to comply with applicable laws and regulations, one of which is Law No.13/2003, then Bank Mandiri develops a complaint mechanism for labor issues. This mechanism is implemented through several forms such as the formulation of the Collective Labor Agreement, the formation of employee unions, the Bipartite Cooperation Institution between the Company and employees and the availability of a place for employees to devote their complaints to work issues called HC4U.

Impact of Employment, Health and Safety Activities

The impact of implementing social responsibility activities related to employment is the high level of employee engagement. As for the level of employee engagement, in 2018 Bank Mandiri obtained a score of 80.5% (8.2% above the Global Benchmark 72.3%) which increased compared to 2017 which was recorded at 73.7%.

In addition, Bank Mandiri also received 2 (two) awards related to human capital management, namely as a Highly Engaged Organization for the Banking category and Best Employee Engagement in the category of companies with more than 15,000 employees in the Indonesia Employee Engagement Index 2017 held by PT Bisnis Indonesia Kreasitama and Blessing White Indonesia.

Mandiri aims to improve welfare and motivate employees so that it is expected to affect employee productivity figures. Management of good health facilities by Bank Mandiri throughout 2018 has had an impact on the level of productivity of Bank Mandiri employees. In 2018 Bank Mandiri's employee productivity was recorded at IDR1,870.29 million per employee, increasing from 2017 which was recorded at IDR1,854.89 million per employee.

Bank Mandiri commitment to providing a safe and comfortable work environment has also had an impact by gaining recognition at the international level. Bank Mandiri has ranked 11st out of the 500 best companies in the world in terms of work environment or The World Best Employer 2018 version of Forbes Magazine.

As a manifestation of operational activities that have been carried out in accordance with applicable work safety procedures and standards, then throughout 2018, Bank Mandiri did not record zero accidents in Bank Mandiri operational activities at the Head Office or at Branch Offices/Regional Offices.

Certifications

Bank Mandiri has received several certifications that support the guarantee of employee work safety as follows:

Types of Certification:

BS EN ISO 9001 : 2015

Bank Mandiri has received several certifications that support the guarantee of employee work safety as follows:

Validation:

August 8, 2018-August 8, 2019

Issued By:

NQA

Types of Certification:

BS OHSAS 18001:2007

General Construction and Maintenance Services of Civil Engineering Works, Buildings, Roads, Bridges, and Irrigation

Validation:

August 7, 2018-July 23, 2019

Issued By:

NQA