

HUMAN CAPITAL MANAGEMENT

The performance assessment system is expected to encourage employees to improve performance in the next period. The result of the performance assessment is used as one of the factors in determining compensation, talent category, and promotion.

EMPLOYEE ENGAGEMENT

The Bank takes the emotional attachment of its employees to the Company very seriously. This is done through improving the welfare of all employees so that they can work together to offer optimal productivity. The Bank's employee welfare improvement program is provided materially and non-materially. The following are Bank Mandiri's employee engagement programs.

Employee Remuneration

For each job level, Bank Mandiri does not differentiate between the basic salary and remuneration between women and men. The ratio of basic salary and remuneration between women and men is 1:1. Salaries and facilities are set according to position and performance, not gender. Bank Mandiri's commitment to equality is shown in the percentage of female employees, which is 52% of all employees. Meanwhile, the percentage of women who occupy top level management, namely

Assistant Vice President to Director, is 32%.

Maternity Leave Conditions

Bank Mandiri provides maternity leave for female employees and paternity leave for male employees whose wife are in labour per the applicable laws and regulations. Bank Mandiri will receive employees back after the end of their leave period and they may return to their positions. In 2021, 1,217 female employees took maternity leave, and 644 male employees took paternity leave. Of that number, 98.36% of the female employees got back to work after their leave ended. Also, 93.16% of the female employees who took maternity leave in the last year, got back to work at Bank Mandiri after their leave ended. The high rate of returning female employees after taking maternity leave shows that Bank Mandiri is an 'employer of choice' that gives support to its female employees.

Pension Program

Bank Mandiri shows appreciation to its retiring employees and encourages them to maintain their well-being. Bank Mandiri arranges a pension program in the forms of pension funds and pre-pension training. To realize this commitment, Bank Mandiri created a Pension Funds scheme for employees that

consists of defined contribution and defined benefit that are retrieved from each pension funds form banks participating in a pool.

For employees entering a retirement age, Bank Mandiri holds a special seminar to keep would-be retirees well and productive during their retirement. Various topics including entrepreneurship, health, and psychology are discussed in this seminar. In 2021, the retirement seminar was launched in 2 batches with a total of 29 employees who would be retiring within 3 months. This training ran for 5 (five) days.

Awards

One of the ways the Bank does to increase employee engagement is by giving appreciation in the form of awards to Bank employees. This award event is held regularly every year. The following are the award events organized by the Bank:

- **Mandiri Best Employee**

Mandiri Best Employee (MBE) is a form of highest appreciation to Bank Mandiri employees who are expected to represent employees who are not only performing very well, but are also able to become role models who actively influence their immediate colleagues to also exceed targets by behaving in accordance with AKHLAK core values.



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In 2021, the number of employees receiving the MBE was 136 employees comprised of 39 Employees of AVP/VP category, 45 Managers, 37 Administrators and from the Subsidiaries of 14 employees.

- **National Frontliner Championship**

The National Frontliner Championship (NFC) is an

award event held to appreciate Bank Mandiri Frontliners for the services provided to customers. Through this event, Bank Mandiri hopes that all Frontliners are motivated to strive to be the best and consistently provide positive Customer Experience to customers.

In 2021, NFC was organized in 17-18 November 2021. The number of the Bank's Frontliners receiving the NFC in 2021 was 26 Frontliners and 4 Service Quality Officers comprised of Customer Services, Teller, Security of Regular and Micro Branches, Relationship Manager Priority Banking, Mandiri Contact Center, and Service Quality Officer Area and Regions.



Lactation Rooms and Day Care Centres

To increase employee engagement, Bank Mandiri has also prepared lactation rooms for lactating female employees located in the Headquarter of regional offices/branches. The lactation rooms are designed for convenience and clean look and are supplemented with many standard facilities for lactating mothers.

- Besides lactation rooms, Bank Mandiri also provides day care facilities for employees with children called "Mandiri Day Care", where employees can put their children. With such facilities, it is hoped that employees remain able to do their function and role as parents so that they can create a better working condition which will increase their productivity. For now, Mandiri Day Care center is only available at Plaza Mandiri Fl.B1 on Jend. Gatot Subroto St., Lot.36-38, Jakarta 12190



Employee Attachment Survey

- In the period of December 2021, the Bank conducted a survey for 7,118 employees as respondents. The survey was done by independent consultant by measuring organization, leaderships, career development, relations and communications, compensation benefits, work suitability, contribution/opportunity to provide the best and working group.