

Performance and Reward Management PT Bank Mandiri (Persero) Tbk.

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 nonmaterially. 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%.

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.

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.



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.

